

Department of the Army  
Headquarters, United States Army  
Cadet Command  
Fort Monroe, Virginia 23651-5000

Cadet Command Pamphlet 145-10

25 March 2004

**Reserve Officer's Training Corps  
BATTALION OPERATIONS GUIDE (BOG)**

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**Summary.** The revised Battalion Operations Guide serves as both an excellent management and informational tool. Its design incorporates the latest comments from the field and, although not regulatory in nature or all encompassing, describes actions that assists battalions with their overall mission accomplishments.

**Applicability.** This pamphlet applies to all personnel assigned to all elements of U.S. Army Cadet Command. Department of the Army directives take priority over this pamphlet.

**Suggested Improvements.** Send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) through channels to Commander, U.S. Army Cadet Command, (ATCC-TR-S), Fort Monroe, Virginia 23651-5000. Suggested improvements may also be submitted using DA Form 1045 (Army Ideas for Excellence Program (AIEP) Proposal).

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\*This pamphlet supersedes CC PAM 145-10, 4 November 2003.

## Chapter 1

**1-1. Mission Statement.** To commission the future officer leadership of the U.S. Army and motivate young people to be better citizens.

**1-2. Battalion Task List.** Listing of a sample battalion list is at Figure 1-1.

a. Recruit quality prospects using the conduct of research, marketing, advertising, and sales processes at the local and national level to contract scholar/athlete/leaders in the number necessary to achieve the assigned DA commission mission.

b. Retain quality cadets. Motivate cadets to remain in ROTC until commissioning with a professional, challenging, and exciting leadership development course; a deliberate, detailed mentoring program; summer professional development programs; and an effective incentive program.

c. Develop confident and competent leaders. Provide training, education, and development to cadets to build upon existing scholar/leader/athlete characteristics and develop qualities essential to successful military service as an officer in the U.S. Army.

d. Sustain the force and provide command and control, logistical, financial, administrative, personnel, and information technology support essential to the conduct of recruiting, retention, and leadership development at the battalion level.

### SAMPLE BATTALION TASK LIST

#### PERFORMED BY WHO CODES

4 = 42L / ADMIN TECH  
9 = 92Y / SUPPLY TECH  
A = ADMIN APMS  
E = EVERYBODY  
L = LOGISTIC APMS

O = OPERATIONS NCO  
P = PMS  
R = ROO APMS  
S = SENIOR NCO  
T = TRAINING NCO

Note: This sample task list showing the general timeline and who performs the task(s) is for illustration only. The

template of your Battalion and guidance from the PMS will influence reality.

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		MONTH PERFORMED													
TASK	Who	A	S	O	N	D	J	F	M	A	M	J	J	As Needed	
Maintain current data in CCIMS	E	X	X	X	X	X	X	X	X	X	X	X	X	X	
Create certification report for PMS signature	4	X	X	X	X	X	X	X	X	X	X	X	X	X	
Sign CCIMS certification report	P	X	X	X	X	X	X	X	X	X	X	X	X	X	
Release certified pay transactions to HQCC	4	X	X	X	X	X	X	X	X	X	X	X	X	X	
Ensure the establishment of contracted cadet dental ID record	4	X													
Prepare and submit scholarship rosters to university	4	X				X								X	
Submit list of cadets with VIP parents (COL and above)	4	X												X	
Brief scholarship cadets on scholarship payment procedures	4	X	X				X								
Screen cadet records and request waivers	4&P	X	X											X	
Review Leader Development & Assessment Course paperwork to prepare Accession packets	4&P	X													
Complete all cadet disenrollment actions	4&P		X								X			X	
Initiate NAC for cadets	4		X											X	
Submit files to be retained at higher HQs	4		X												
Submit requests to revoke GRFD prior to accession packet turn-in	4		X												
Prepare commissioning documents	4			X				X				X		X	
Review and compare school invoice w/ obligated Tuition and Fee Report, Validate scholarship to ensure 45 day obligation has been met, Process tuition and fee payments	4&P			X				X						X	
Schedule physical exams for cadet training	4				X		X							X	
Initiate SBI for MI selectees	4					X									
Request and file end of term grades for cadets	4					X				X			X		
Complete probation letters	4						X					X		X	
Process packets for cadets granted educational delay	4						X								
Request & submit interim and final Leader’s Training Course transcripts	4						X					X			
Screen cadet records to ensure all contracted cadets have NACs	4						X								
Submit requests for scholarship cadets summer school attendance	4							X							
Process medical exams and student records IAW camp SOP	4								X	X					
Prepare orders for cadre going to camps	4								X						
Submit requests for deferment of cadets from Leader Development & Assessment Course	4								X						
Select and publish orders for cadets attending training	4								X					X	
Complete processing for Leader Development &	4									X					

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Assessment Course																	
Obtain ticket for cadets attending camps & CPDT	4										X						X
Prepare/submit cadet records for camps to RGN	4										X						
		MONTH PERFORMED															
TASK	Who	A	S	O	N	D	J	F	M	A	M	J	J				As Needed
Process Family Advocacy cases	P																X
Support FRG, AFTB instruction, AFAP submission	P																X
Ensure drug testing procedures are in place	A&L																X
Coordinate and recognize volunteers	P																X
Review Pay Ops Battalion Cdr's Handbook (Cadet Pay and Scholarship Tracking)	P/R/4/A		X				X				X						X
Review grad dates and SGLI on cadets attending LDAC	4						X	X	X	X							
Review and prepare Direct Deposit documentation on cadets attending LTC	4																X
Submit extension of scholarship benefits requests	4									X							X
Submit military institutional representatives for Leader Development & Assessment Course	4									X							
Coordinate and process medical exams	4																X
In process and out process all cadre	4																X
Maintain postal account	4																X
Prepare and submit all cadre personnel actions	4																X
Prepare and submit cadet action requests	4																X
Request DD 1610 for cadre travel to pre-camp conference	4																X
Review SMP contracts & GRFD documents Msn Set	4																X
Schedule and track physicals; conditionally contract	4																X
Submit 201 files and OMPF for commissionees	4																X
Submit and review of LOAs	4																X
Complete CC form 192-1-R for nurse cadets and forward to BDE	4/P	X															X
Review & submit 254 Monthly Pay Report to HQ CC	4/P	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
Update the directory module	4/R		X				X						X				X
Schedule Leader's Training Course prospect physicals	4/R						X										X
Complete conditional contracts before end of term	4/R/P					X						X					
Initiate & submit accession packets	4/T		X	X	X					X							X
Inspect clothing/equip/records of cadets going to camp	4/9											X					
Prepare and submit travel requests & settlements for cadre & cadets	4/E	X	X														X
Order MREs and supplies for all FTXs	9	X															X
Order name tags, tapes and ID tags for new	9	X															X

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cadets															
Submit laundry contract request	9		X			X			X				X		
Update signature cards	9		X												X
Check availability of ribbons, medals, & certificates for awards	9				X				X					X	
Update Army and University hand receipts	9				X										X
Require equipment turn-in of cadets not returning next term	9					X					X				

		MONTH PERFORMED													
TASK	Who	A	S	O	N	D	J	F	M	A	M	J	J	As Needed	
Receive all items issued cadets	9										X			X	
Issue, order, and replace uniforms and equipment	9											X		X	
Submit purchase requisitions	9													X	
Conduct courtesy supply inspections of JROTC units	9													X	
Manage, maintain and account for unit GSA vehicles	9													X	
Conduct 100% inventory of assigned equipment	9/L			X											
Conduct 100% inventory of all property with "Stay-back" cadre	9/L										X			X	
Conduct 100% inventory of field items after FTXs	9/L													X	
Turn-in and request ammunition (DA Form 581)	9/L													X	
Prepare uniforms of MS4s getting commissioned	9/S									X				X	
Submit OER/NCOER rating scheme	A		X											X	
Prepare invitations for commissioning	A			X				X						X	
Submit cadre camp preference statements to brigade and region	A			X											
Review DA civilian training requirements	A						X								
Schedule immunizations for camp bound & overseas CTLT cadets	A						X								
Turn-in Replacement officer/NCO special requirements	A													X	
Conduct award ceremony	A/O		X				X				X				
Submit updates to school catalog	A/T		X												
Begin planning Spring awards ceremony	A/T						X								
Submit battalion annual history report for past calendar year	A/T							X							
Conduct training IAW HQ CC training guidance & CCR 145-3	E	X	X	X	X	X	X	X	X	X	X	X	X		
Execute the Recruiting Enrollment Action Plan	E	X	X	X	X	X	X	X	X	X	X	X	X		
Supervise cadets at all events, labs, and FTXs	E	X	X	X	X	X	X	X	X	X	X	X	X		
Teach OES IAW Annual Plan & Review & CCR 145-3	E	X	X	X	X	X	X	X	X	X	X	X	X		
Conduct cadet counseling and review PME	E	X		X		X	X		X		X				
Finalize and publish class syllabi	E	X				X									

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Monitor cadets performance at camps	E	X									X	X	X	
Coordinate recruiting for orientation and add/drop period	R		X				X							
Update all contracted cadets CC Form 104R	E		X		X		X			X		X		X
Update policy memos, SOPs and additional duty appointments	E		X											X
Visit ARNG/USAR units with potential for SMP cadets	P/R		X											X
Submit end of term grades for Military Science classes	E					X				X				
Inform female cadets of pap smear and pelvic exam at camp	E							X						
		MONTH PERFORMED												
TASK	Who	A	S	O	N	D	J	F	M	A	M	J	J	As Needed
Conduct Nurse Program recruiting activities	R													X
Implement and sustain SMP Program	P/R													X
Conduct sensitive items/weapons serial number inventory	L	X	X	X	X	X	X	X	X	X	X	X	X	
Monitor expenditures and budget projections	L	X	X	X	X	X	X	X	X	X	X	X	X	
Coordinate with support installation about end of year funds	L	X												
Conduct annual authorization documents reconciliation	L	X												
Review budget status with support installation	L/P	X	X	X			X		X			X	X	
Conduct university and Army budget review	L/P						X							
Submit CSA Supply Excellence Award packet	P										X			
Conduct LDP assessor training for MS4s	O/T	X												X
Conduct risk assessment and on site inspections for FTXs	O/T	X				X								X
Begin coordination for Ranger Challenge	O/T													X
Initiate coordination for brigade Ranger Challenge	O/T													X
Evaluate training aids support requirements (TASC)	O/T												X	
Plan and conduct dining-in or out/military ball	O/T													X
Prepare cadets for CPFT training (AB, AA, etc)	O/T													X
Submit Ranger Challenge support request	O/T													X
Certify cadre on LDP & classroom instruction	P	X												
Conduct commissioning ceremony	P	X				X					X			
Contract qualified cadets	P	X	X											X
Establish final OML	P	X												
Request and Account for OH&R funds	P													X
Audit unit fund and cadet fund accounts	P		X											X
Conduct marketing meeting to review campaigns	P		X	X	X	X	X	X	X	X	X	X		
Collect Leader Development & Assessment Course AARs	P	X	X											



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Designate DMS	P		X													
Update university senior officials	P		X													
Complete PMS OML	P		X													
Inform nurse cadets of NCLEX timeline requirements	P				X						X					
Disseminate accessions board results	P					X										
Identify and submit institutional representatives for Leader Development & Assessment Course	P									X						
Disenroll or retain cadets medically disqualified	P													X		
Establish relationship/dialogue with local ARNG/USAR units	P														X	
Prepare (Internal) Management Control Report (checklists)	P														X	
		MONTH PERFORMED														
TASK	Who	A	S	O	N	D	J	F	M	A	M	J	J		As Needed	
Request Gold Bar Recruiter	P/R		X				X								X	
Review contracts and MSL5, MSL6 & completion cadet MOAs	P														X	
Contact LTC prospects and scholarship winners	P/R	X	X										X			
Confirm next year's cadet S-5 and encourage early arrival in Fall	P/R												X			
Certify cadre rappelling instructors	P/S													X		
Schedule officer/NCO professional development classes	P/S														X	
Review battalion lesson plans	P/T												X	X		
Identify quality students to recruit into ROTC	E/R	X	X	X	X	X	X	X	X	X	X	X	X	X		
Maintain and update automated prospect database	R	X	X	X	X	X	X	X	X	X	X	X	X	X		
Publish Battalion newsletter	A	X	X	X	X	X	X	X	X	X	X	X	X	X		
Review Mission Set Management Report (MSMR)	P/R	X	X	X	X	X	X	X	X	X	X	X	X	X		
Conduct Leader's Training Course party for graduates	R	X														
Coordinate pre-registration/registration campaign	R	X												X		
Coordinate the battalion's Armed Forces Appreciation Day	R	X												X	X	
Plan and conduct parents weekend activities	P/R	X												X		
Publish cadet & cadre summer accomplishments newsletter	R/A	X	X													
Assist high school students applying for early Admission	R			X												
Prepare Veteran's Day activities	S			X												
Coordinate 2-3 year scholarship campaign and interviews	R				X	X	X	X							X	
Request RPIs	R				X			X				X				
Develop & submit mission set strategies and/or	P/R				X				X						X	

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enrollment missions using EMP																	
Mail Christmas cards to enrolled cadets	R					X											
Mail Scholarship letters to parents to arrive during Christmas break	R					X											
Prepare Black History / ethnic groups month activities	R					X											
Start working conditional contracts for next school year	R					X											
Review upcoming summer recruiting actions	R						X										
Begin preparation of Recruiting Enrollment Action Plan (REAP)	R							X									
Coordinate nurse recruiting & retention with BDE nurse counselor	R							X		X						X	
Conduct Leader's Training Course seminars	R							X	X								
Set up recruiting booths with cadets at registration	R		X				X		X								
Update institutional incentives book	R								X							X	
Update & submit the Recruitment Enrollment Action Plan (REAP)	R									X							
		MONTH PERFORMED															
TASK	Who	A	S	O	N	D	J	F	M	A	M	J	J			As Needed	
Conduct recruiting campaign on community college campus	R												X			X	
Follow-up on uncommitted high school senior leads	R	X											X	X			
Complete civilian-sponsored scholarships	E/R													X			
Identify feeder high schools	R													X			
Coordinate Green-to-Gold awareness seminars w/counterpart Bn	R															X	
Coordinate letter/telephone campaign(s)	R															X	
Coordinate mid-year, scholarship, and Leader's Training Course campaigns	R															X	
Coordinate PAE for Military Academy applicants	R															X	
Coordinate recruiting at local junior/community colleges	R															X	
Participate in college fairs (feeder schools)	R															X	
Prepare advertisement dollar requests	R															X	
Prepare hometown news releases	S															X	
Prepare unit operations executive summary update	R															X	
Retrieve list of refined prospects from QUEST	R	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
Review/update USAREC referral exchange SMART	R	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
Submit recruiting out-of-pocket claims	R															X	
Submit LAPS Trimester orders	R		X			X			X								
Promote Ranger Challenge competition	RT			X													
Update Military Science portion of undergraduate catalog	RT					X										X	
Review physical security requirements	S							X								X	

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Review physical security for changes and compliance	S															X
Schedule & conduct NCOBP	S															X
Conduct Ranger challenge team tryouts and training	S/O	X	X	X	X											
Conduct cadre APFT/weigh in & forward results to brigade	S/T			X					X							
Coordinate Local TPUs for assistance in training and resources	O/T	X														X
Coordinate training with SMP-affiliated units	O/T	X												X	X	
Establish cadet chain-of-command and OML	O/T	X														
Survey Cadets for CTLT and CPDT	O/T	X														X
Schedule classrooms for next term	O/T	X			X											
Administer AFAST to cadets	O/T			X						X						
Conduct Quarterly inventory of test materials	O/T			X			X			X				X		
Counsel cadets on branch selection	O/T						X									
Forecast MS3/4 Leader Development & Assessment Course attendees	O/T						X									
Submit cadets for CPDT (CTLT & CPFT) trng	O/T						X									

		MONTH PERFORMED													
TASK	Who	A	S	O	N	D	J	F	M	A	M	J	J	As Needed	
ID & qualify stand-by cadets to attend summer CPDT training	O/T								X						
Cadet attends George C. Marshall conference	O/T									X					
Forecast ammution (DA Form 5514-R)	O/T									X					
Prepare/review Annual Plan & Report	O/T												X		
Conduct 2 FTXs	O/T													X	
Identify candidates for Winter and Summer training	O/T													X	
Incorporate LDP methodology in all on/off campus training	O/T													X	
Prepare military history education program report	O/T													X	
Schedule mandatory cadre training (SAEDA, etc)	O/T													X	
Submit nominations George C. Marshall award	T/4		X												
Submit nominations for National Defense Trans Assoc award	T/4				X										
Submit nominations for American Legion award	T/4						X								
Submit nominations for AUSA award	T/4						X								
Submit nominations for Daughters of Founders & Patriots award	T/4						X								
Submit nominations for National Sojourner's award	T/4						X								
Submit nominations for Pallas Athena Award	T/4						X								
Submit nominations for Reserve Officers' Association award	T/4						X								

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Submit nominations for Society of American Military Eng Award	T/4						X								
Submit nominations for Veterans of Foreign Wars award	T/4						X								
Submit nominations for superior cadet award	T/4							X							
Submit nominations for Armed Forces Comm/Elect Assn Schl'ship	T/4								X						
Submit nominations for American Logistics award	T/4								X						
Submit nominations for Legion of Valor award	T/4						X								
Submit nominations for Assn of Mil Colleges and Schools Award	T/4													X	
Submit nominations for National Student Nurse Association Award	T/4													X	
Submit nominations for scholarships (AUSA, Abrams, AFI)	T/4													X	
Submit requests for publications	T/A													X	
Conduct rappel tower and other training sites safety inspections	O/T	X													
Conduct cadet and cadre training meetings	O/T													X	
Conduct clothing, equipment, and records inspection of camp cadets	T/R									X					
Send letters to Cadets at camps and CPDT	T/R											X	X		
GSA Vehicle Mileage Report	9	X	X	X	X	X	X	X	X	X	X	X	X	X	

		MONTH PERFORMED													
TASK	Who	A	S	O	N	D	J	F	M	A	M	J	J	As Needed	
GSA Form 3448 (Motor Vehicle Service Authorization):	9													X	
GSA Form 1152 (Vehicle Assignment/ Termination Transaction):	9													X	
GSA Form 2556 (Misc Charges & Adjustments Transaction)	9													X	
SF 91 (Motor Vehicle Accident Report)	9													X	
Receive and inspect Milestone Recognition Items and forward a DD Fm 250 (material inspection and receiving report) to HQCC	9,L				X									X	
Present Milestone Recognition Items	P,O				X									X	
Maintain accountability of received and presented MRIs	9,L				X									X	

Figure 1-1

UNIT TEMPLATE AUTHORIZATIONS

Type BN	#Officers	#NCOs	#Admin/Log
A	2	2	1
B	3	2	2
C	4	2	2
D	5	2	3
E	6	3	3
F	4	3	4
G	8	3	5
H	9	3	5
I	10	4	5
J	11	4	5

SAMPLE TEMPLATE AUTHORIZATIONS

Figure 1-2

# Template C Example

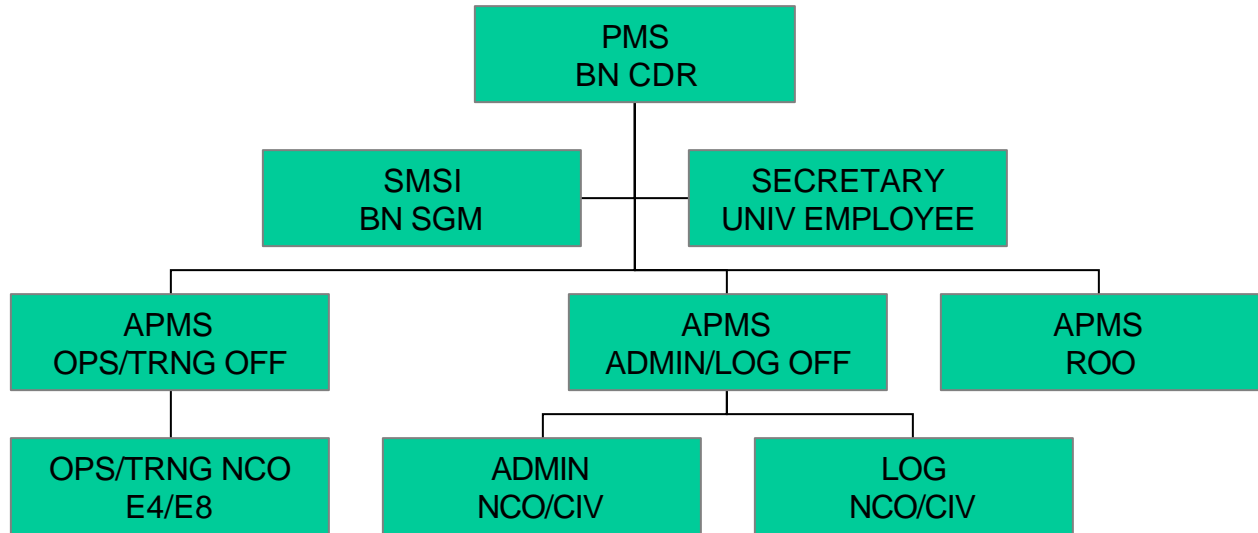


Figure 1-3

## **Chapter 2**

### **Sample (Possible) Duty Descriptions**

**2-1. Professor of Military Science (BN CDR).** Battalion Commander responsible for the supervision and mission accomplishment of a Cadet Command Battalion consisting of \_\_\_\_ cadets and \_\_ cadre with a command operating budget of \$\_\_\_\_\_. Primary duties include enrollment officer responsible for targeted recruiting, developing leaders, and retaining quality prospects for future service in the U.S. Army. Performs duties as academic department/division chairperson; deals with the local and campus communities in areas pertaining to the U.S. Army. Additionally, responsible for the battalion's internal management control program, cadet contract and pay entitlements, budget and unit funds. Acts as the battalion's test control officer and military affairs advisor to officers in the degree completion program. Primary unit retention officer and advisor to the MSL IV cadets. Performs other duties as required in support of the Cadet Command Mission.

**2-2. Assistant Professor of Military Science (XO).** Executive Officer/Senior Assistant Professor of Military Science for a Cadet Command Battalion consisting of \_\_\_\_ cadets and \_\_ cadre with a command operating budget of \$\_\_\_\_\_. Primary duties include quality control officer for the battalion in the areas of contracting, cadet pay, administration and logistics. Performs duties as primary instructor for \_\_\_\_ cadets, to include academic advisor and chief counselor. Assists in targeted recruiting, developing leaders, and retaining quality prospects for commissioning. Assists in recruiting prospects and retention of cadets in the program. Acts as the alternate battalion test control officer for cadre and cadet testing requirements. Performs as the LNO with the U.S. Military Academy Liaison Officer. Performs other duties in support of the Cadet Command Mission.

**2-3. Assistant Professor of Military Science (ROO).** Assistant Professor of Military Science with primary duty as the Recruiting Operations Officer for a Cadet Command Battalion consisting of \_\_\_\_ cadets and \_\_ cadre with a command operating budget of \$\_\_\_\_\_. Responsible for coordinating the battalion's overall recruiting programs. Performs duties as the high school visitation coordinator and Battalion Recruiting Officer. Performs duties as academic advisor and counselor. Responsible for retaining \_\_\_\_% of \_\_\_\_ and ensure



\_\_\_% progress to \_\_\_\_\_ year. Acts as the proponent for Simultaneous Membership Program (SMP) as well as other Reserve component issues. Responsible for recruiting prospects for LTC and cadets for the LDAC. Performs other duties in support of the Cadet Command Mission.

**2-4. Assistant Professor of Military Science (ADMIN).**

Assistant Professor of Military Science with primary duty as the Administrative Officer for a Cadet Command Battalion consisting of \_\_\_ cadets and \_\_\_ cadre with a command operating budget of \$\_\_\_\_. Responsible for coordinating and supervising the battalion's administrative support to cadets (contracting & pay) and cadre. Responsible for quality control of the unit/cadet database. Serves as the \_\_\_\_\_ instructor and performs as their academic advisor and counselor. Assists in recruiting prospects and retention of cadets in the program. Supervises and coordinates all battalion events/ceremonies. Performs others duties in support of the Cadet Command Mission.

**2-5. Assistant Professor of Military Science (DOLD).**

Assistant Professor of Military Science with primary duty as the Training Officer for a Cadet Command Battalion consisting of \_\_\_ cadets and \_\_\_ cadre with a command operating budget of \$\_\_\_\_. Responsible for coordinating and supervising the battalion's overall training program IAW CC Reg 145-3. Serves as the \_\_\_\_\_ instructor and performs as their academic advisor and counselor. Performs as coordinator for cadet professional development training. Assists in recruiting prospects and retention of cadets in the program. Performs other duties in support of Cadet Command Mission.

**2-6. Assistant Professor of Military Science (LOG).**

Assistant Professor of Military Science with primary duty as the Logistics Officer for a Cadet Command Battalion consisting of \_\_\_ cadets and \_\_\_ cadre with a command operating budget of \$\_\_\_\_. Responsible for coordinating and supervising the battalion's budget and logistical requirements to support cadets and cadre. Assists in recruiting prospects and retention of cadets in the program. Assists in the instruction of \_\_\_\_\_. Performs other duties in support of Cadet Command Mission.

**2-7. Senior Military Science Instructor (SGM/MSG).** Senior Military Science Instructor/Battalion Sergeant Major for a Cadet Command Battalion consisting of \_\_\_ cadets and \_\_\_ cadre with a command operating budget of \$\_\_\_\_. Also, the senior

enlisted representative and supervisor for all assigned NCOs. Monitors and develops initiatives in the areas of cadets and cadre training, administration, logistics, and marketing. Serves as the Commandant of Cadets for the battalion and as advisor for cadets in leadership positions. Performs as NCOIC/advisor to the battalion's color guard and other cadet functions/ceremonies. Acts as the NCO role model for cadets, and provides counseling and assistance as necessary. Assists in recruiting prospects for the Basic and Advanced Courses. Performs other duties in support of Cadet Command Mission.

**2-8. Military Science Instructor (SFC/SSG) (DOLD).** Principal Instructor for a Cadet Command Battalion consisting of \_\_\_ cadets and \_\_\_ cadre with a command operating budget of \$\_\_\_\_. Responsible for training cadets on all pre-commissioning tasks with emphasis on land navigation, first aid, small unit tactics, and marksmanship. Ensures training aids and support materials are current and available for each class. Assists in the planning and execution of all field-training exercises. Monitors cadet allocations for professional development training. Counsels and assists cadets as necessary. Assists in recruiting prospects for the Basic and Advanced Courses. Performs other duties in support of Cadet Command Mission.

**2-9. Administrative NCO 41L (SSG/SGT).** Administrative NCO for a Cadet Command Battalion consisting of \_\_\_ cadets and \_\_\_ cadre with a command operating budget of \$\_\_\_\_. Responsible for personnel actions, financial documentation for cadets and cadre pay, preparation of accessions and scholarship packets, personnel accountability, records management, postal operations and unit/cadet database transactions. Performs as publications custodian, systems administrator, and test control NCO. Assistant instructor for pre-commissioning tasks. Assists in recruiting prospects for the Basic and Advanced Courses. Performs other duties in support of the Cadet Command Mission.

**2-10. Logistics NCO 92Y (SFC/SSG/SGT).** Logistics NCO for a Cadet Command Battalion consisting of \_\_\_ cadets and \_\_\_ cadre with a command operating budget of \$\_\_\_\_. Manages the accountability, inventory and records maintenance of all organization and installation property valued at \$\_\_\_\_. Responsible for the procurement and turn-in of all classes of materials. Ensures required maintenance is performed on assigned vehicles. Assists the property book officer in administering department budget requirements to include outstanding contracts. Assistant instructor for pre-

commissioning tasks. Assists in recruiting prospects for the Basic and Advanced Courses. Performs other duties in support of Cadet Command Mission.

## Chapter 3

### 3-1. The Cadet Creed.

#### **CADET CREED**

*I am an Army Cadet. Soon I will take an oath and become an Army officer committed to **DEFENDING** the values which make this Nation great. **HONOR** is my touchstone. I understand **MISSION** first and **PEOPLE** always.*

*I am the **PAST**--the spirit of those WARRIORS who made the final sacrifice.*

*I am the **PRESENT**--the scholar and apprentice soldier enhancing my skills in the science of war and art of leadership.*

*But above all, I am the **FUTURE**--the future **WARRIOR LEADER** of the United States Army. May God give me the compassion and judgment to lead and the gallantry in battle to **WIN**.*

*I **WILL** do my **DUTY**.*



**3-2. Nine Points For Cadet Battalion Success.** These nine points are submitted in the context that healthy, robust cadet battalions are the key to Cadet Command mission success. These battalions must be the best student organizations on campus!

1. **RELATE TO THE MISSION.** "To commission the future officer leadership of the U. S. Army and motivate young people to be better citizens." Understand that the verb "**to commission**" is a collective word that incorporates the following: the Commander's Vision Statement, the Mission Essential Task List, and all phases of the commissioning process. Cadet Command commissions the majority of the officers in our service. This mission is an enormous responsibility.

2. **LOVE CADETS LIKE SOLDIERS.** This is a must for all Cadet Command personnel. We must care for our cadets. At the same time a disciplined environment must be maintained in the cadet battalion. This can be difficult on occasion because the vast majority of cadets are very likeable citizens. Under no circumstances address cadets by their first names.

3. **BECOME AN INTEGRAL PART OF THE UNIVERSITY.** Let all educators and administrators know that you are a proud part of the university. You will find that there is a host of tasks you can do for your school from presenting the colors at sporting events to conducting VIP tours. Make the president proud of his cadet battalion.

4. **CONDUCT AN AGGRESSIVE RECRUITING CAMPAIGN.** Never miss an opportunity to recruit. Lead with your best cadets. Young students place tremendous trust in upper classmen, particularly when they are turned out magnificently in Army green. Beware of merely making numbers. The operative question is would you want your son or daughter to serve under this cadet as an officer? If you have to ponder this question don't recruit. Honor must be the touchstone of your recruiting program.

**5. EXECUTE TRAINING AS A TOP NEARLY ZERO-DEFECTS PRIORITY.**

Training in Cadet Command is leader development. We expect cadets to make mistakes, but we who are the teachers of cadets bear a special responsibility. Understand the difference between normal Army training and cadet leader development training. Normal Army training is training for combat. Cadet leader development training is focused almost exclusively on producing an environment that facilitates both leader development and evaluation. To accomplish this all-important task the Leader Development Program (LDP) must be in place. All Cadet Command trainers must be proficient in LDP. It is our stock-in-trade. Place tremendous effort on camp preparation. LDAC is the largest training activity in the command. If your cadets are ill prepared for camp their subsequent evaluation will grievously suffer.

**6. MAINTAIN A HIGHLY VISIBLE CADET BATTALION PROFILE.** The days of hiding ROTC on the campus are long gone. Wear the uniform with pride. Present the colors at special events. Conduct runs around the campus. Inspire the entire university to respect their cadet battalion.

**7. EMPHASIZE CADET BATTALION ESPRIT AND TRADITION.** A large part of unit effectiveness is based on esprit and tradition. This is an important lesson for all cadets that they should take with them after commissioning. Explain the Cadet Command patch to cadets. Have a battalion yell. Conduct dining-ins. Recite the Cadet Creed at all special events and ensure that cadets understand the warrior ethos implicit in the creed, particularly the line "Mission first, People always." Play and sing the Cadet Command song "A Bar of Gold on Army Green." See Cadet Command Pamphlet 145-7 for Cadet Command traditions.

**8. OPERATE AS A COHESIVE TEAM.** The success of Cadet Command rests largely on the effectiveness of its cadet battalions. These must be outstanding organizations. All cadre personnel must work together and be friends as well as professional colleagues. The accomplishment of the cadet battalion mission is vital to the overall success of Cadet Command.

**9. MAINTAIN A BALANCE IN CADET BATTALION ACTIVITIES.**

Encourage cadets to mature as a whole person. Do not allow cadets to become exclusively involved in Army activities. On the other hand, do not conduct lackadaisical cadet battalion operations that will degrade mission accomplishment. Allow

the whole person to develop in a balanced, nurturing environment.



**Appendix A.**

## Glossary

## Abbreviations

AAC	ARMY ACCESSIONS COMMAND
AAR	AFTER-ACTION REVIEW
AAS	AIR ASSAULT SCHOOL
ABN	AIRBORNE (SCHOOL)
ACCT	ACCELERATED CADET COMMISSIONING TRAINING
ACF	ARMY COLLEGE FUND
ACT	AMERICAN COLLEGE TEST
AEO	ALTERNATE ENTRY OPTION
AFAST	ALTERNATE FLIGHT APTITUDE SELECTION TEST
AGR	ACTIVE GUARD/RESERVE
AI	ARMY INSTRUCTOR
AMEDDIP	ARMY MEDICAL DEPARTMENT INTERNSHIP PROGRAM
APFT	ARMY PHYSICAL FITNESS TEST
APMS	ASSISTANT PROFESSOR OF MILITARY SCIENCE
APR	ANNUAL PROGRAM REVIEW
ARNG	ARMY NATIONAL GUARD
ARNGUS	ARMY NATIONAL GUARD OF THE UNITED STATES
ASA(M&RA)	ASSISTANT SECRETARY OF THE ARMY (MANPOWER & RESERVE AFFAIRS)
ASBIP	ARMY SCIENCE BOARD INTERNSHIP PROGRAM
AWCP	ARMY WEIGHT CONTROL PROGRAM
BCFS	BATTALION COMMISSIONING FORECAST SYSTEM
BMSR	BATTALION MISSION STATUS REPORT
BN	BATTALION
BOG	BATTALION OPERATIONS GUIDE
BOLC	BASIC OFFICER LEADER'S COURSE
BOLC I	BASIC OFFICER LEADER'S COURSE (Precommissioning Training)
BOLC II	BASIC OFFICER LEADER'S COURSE (Common Skills Training)
BOLC III	BASIC OFFICER LEADER'S COURSE (Branch Specific Training)
BPMS	BATTALION PROSPECT MANAGEMENT SYSTEM
BRM	BASIC RIFLE MARKSMANSHIP
BSC	BALANCED SCORECARD
BT	BASIC TRAINING
CAI	CADET ASSET INVENTORY
CBSP	CAMPUS BASED SCHOLARSHIP PROGRAM
CCIMS	CADET COMMAND INFORMATION MANAGEMENT SYSTEM
CDQC	COMBAT DIVERS QUALIFICATION COURSE
CER	CADET EVALUATION REPORT

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CFR	COMMISSION FORECAST REPORT
CFT	CADET FIELD TRAINING
CIC	COMBAT INDOCTRINATION COURSE
CIEP	CADET INSTALLATION & ENVIRONMENTAL PROGRAM
CILIP	CENTRAL IDENTIFICATION LABORATORY INTERNSHIP PROGRAM
CIP	CADET INTERN PROGRAM
CO <sup>2</sup>	CONSIDERATION OF OTHERS
CO	CONSCIENTIOUS OBJECTOR
CORB	CONSCIENTIOUS OBJECTOR REVIEW BOARD
CPDT	CADET PROFESSIONAL DEVELOPMENT TRAINING
CPFT	CADET PRACTICAL FIELD TRAINING
CST	COMBAT SURVIVAL TRAINING
CTLT	CADET TROOP LEADER TRAINING
CTNCO	COMPANY TAC NONCOMMISSIONED OFFICER
CTO	COMPANY TAC OFFICER
CY	CALENDAR YEAR
DA	DEPARTMENT OF THE ARMY
DAI	DIRECTOR OF ARMY INSTRUCTION
DAMIR	DATABASE ACCURACY MANAGEMENT INFORMATION REPORT
DAP	DEVELOPMENTAL ACTION PLAN
DFAS-D	DEFENSE FINANCE AND ACCOUNTING SERVICE-DENVER CENTER
DISAIP	DEFENSE INFORMATION SYSTEMS AGENCY INTERNSHIP PROGRAM
DJMS-RC/ROTC	DEFENSE JOINT MILITARY PAY SYSTEM-RESERVE COMPONENT/ROTC PAY SYSTEM
DL	DISTANCE LEARNING
DLL	DAY IN THE LIFE OF A LIEUTENANT
DL-SOCC	DISTANCE LEARNING SCHOOL OF CADET COMMAND
DMG	DISTINGUISHED MILITARY GRADUATE
DMS	DISTINGUISHED MILITARY STUDENT
DOD	DEPARTMENT OF DEFENSE
DODMERB	DEPARTMENT OF DEFENSE MEDICAL EXAMINATION REVIEW BOARD
DOLD	DIRECTORATE OF LEADER DEVELOPMENT
ECP	EARLY COMMISSIONING PROGRAM
EEO	ENROLLMENT ELIGIBILITY OFFICER
EIP	ENGINEERING INTERNSHIP PROGRAM
EMP	ENROLLMENT AND MISSION PLANNER
ESL	ENGLISH AS A SECOND LANGUAGE
ESTP	ENHANCED SKILLS TRAINING PROGRAM
FECA	FEDERAL EMPLOYEES' COMPENSATION ACT
FLRC	FIELD LEADERSHIP REACTION COURSE
FMS	FLEET MANAGEMENT SERVICES
FTX	FIELD TRAINING EXERCISE
FY	FISCAL YEAR
GMST	GRADED MILITARY SKILLS TEST

GPA	GRADE POINT AVERAGE
GPC	GOVERNMENT PURCHASE CARD (formerly IMPAC)
GSA	GENERAL SERVICES ADMINISTRATION
GRFD	GUARANTEED RESERVE FORCES DUTY
HACU	HISPANIC ASSOCIATION OF COLLEGES AND
UNIVERSITIES	
HAI	HISPANIC ACCESS INITIATIVE
HAZMAT	HAZARDOUS MATERIAL
HBCU	HISTORICALLY BLACK COLLEGES AND UNIVERSITIES
HFPAIP	HEALTH FACILITIES PLANNING AGENCY INTERNSHIP PROGRAM
HFTP	HELICOPTER FLIGHT TRAINING PROGRAM
HIV	HUMAN IMMUNODEFICIENCY VIRUS
HQCC	HEADQUARTERS, CADET COMMAND
HQDA	HEADQUARTERS, DEPARTMENT OF THE ARMY
IMO	INFORMATION MANAGEMENT OFFICE
IO	INVESTIGATING OFFICER
IRR	INDIVIDUAL READY RESERVE
ITT	INDIVIDUAL TACTICAL TRAINING
JFKSWIP	J. F. KENNEDY SPECIAL WARFARE INTERNSHIP PROGRAM
JPSC	JOB PERFORMANCE SUMMARY CARD
JROTC	JUNIOR RESERVE OFFICERS' TRAINING CORPS
LAB	LEADERSHIP LABORATORY
LAPS	LOCAL ADVERTISING PURCHASING SYSTEM
LDAC	LEADER DEVELOPMENT & ASSESSMENT COURSE
LDACTAP	LEADER DEVELOPMENT & ASSESSMENT COURSE TRAINING ASSESSMENT PROGRAM
LDP	LEADERSHIP DEVELOPMENT PROGRAM
LET	LEADERSHIP, EDUCATION AND TRAINING
LLLIP	LAWRENCE LIVERMORE LABORATORY INTERNSHIP PROGRAM
LNO	LIAISON OFFICER
LOA	LEAVE OF ABSENCE
LRC	LEADER'S REACTION COURSE
LTC	LEADER'S TRAINING COURSE
MAP	MARKETING ACTION PLAN
M&PA	MARKETING AND PUBLIC AFFAIRS
MALO	MILITARY ACADEMY LIAISON OFFICER
METL	MISSION ESSENTIAL TASK LIST
MJC	MILITARY JUNIOR COLLEGE
MMS	MISSION MANAGEMENT SYSTEM
MOS	MILITARY OCCUPATIONAL SPECIALTY
MPRJ	MILITARY PERSONNEL RECORDS JACKET
MS	MISSION SET
MSL	MILITARY SCIENCE AND LEADERSHIP
MSMR	MISSION SET MANAGEMENT REPORT
MSO	MILITARY SERVICE OBLIGATION
MWT	MOUNTAIN WARFARE TRAINING
NAC	NATIONAL AGENCY CHECK

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NACPS	NATIONAL ADVERTISING CONTRACT PAYMENT SYSTEM
NCLEX	NATIONAL COUNCIL OF LICENSURE EXAMINATION
NGICIP	NATIONAL GROUND INTELLIGENCE CENTER INTERNSHIP PROGRAM
NS	NONSCHOLARSHIP
NSTP	NURSE SUMMER TRAINING PROGRAM
NWT	NORTHERN WARFARE TRAINING
OBC	OFFICER BASIC COURSE
OCONUS	OUTSIDE THE CONTINENTAL UNITED STATES
OCS	OFFICER CANDIDATE SCHOOL
OES	OFFICER EDUCATION SYSTEM
OFCUT	OLMSTED FOUNDATION CADET OVERSEAS TRAVEL & CULTURAL IMMERSION PROGRAM
OMA	OPERATIONS & MAINTENANCE ARMY
OPORD	OPERATIONS ORDER
ORAP	OFFICER RETURNING ALUMNI PROGRAM
OTRA	OTHER THAN REGULAR ARMY
P&A	PERSONNEL & ADMINISTRATION DIRECTORATE
PAE	PHYSICAL APTITUDE EXAMINATION
PCT	PRECOMMISSIONING COMMON CORE TRAINING
PE	PHYSICAL EXAMINATION OR PRACTICAL EXERCISE
PME	PROFESSIONAL MILITARY EDUCATION
PMS	PROFESSOR OF MILITARY SCIENCE
POC	POINT OF CONTACT
POI	PROGRAM OF INSTRUCTION
PTNCO	PLATOON TAC NONCOMMISSIONED OFFICER
PTO	PLATOON TAC OFFICER
QUEST	QUERIES UTILIZATION AND EXCHANGE-STUDENT TRACKING
RA	REGULAR ARMY
RAC	REGIMENTAL ACTIVATION CEREMONY
RAP	REGIMENTAL AFFILIATION PROGRAM
RAS	REGIONAL ACCOUNT SUPERVISOR
RC	RESERVE COMPONENTS
RE	REENLISTMENT ELIGIBILITY
REAP	RECRUITING AND ENROLLMENT ACTION PLAN
RECONDO	RECONNAISSANCE COMMANDO DOUGHBOY
RF	RESERVE FORCES
RM	RESOURCE MANAGEMENT
RPA	RESERVE PERSONNEL ARMY
RROD	RECRUITING & RETENTION OPERATIONS DIRECTORATE
ROO	RECRUITING OPERATIONS OFFICER
ROTC	RESERVE OFFICERS' TRAINING CORPS
RPI	RECRUITING PUBLICITY ITEM
RSGM	REGIMENTAL SERGEANT MAJOR
RTO	REGIMENTAL TAC OFFICER
SA	SECRETARY OF THE ARMY
SAI	SENIOR ARMY INSTRUCTOR

SAT	SCHOLASTIC APTITUDE TEST
SIR	SERIOUS INCIDENT REPORT
SOCC	SCHOOL OF CADET COMMAND
SMART	STRATEGIC, MARKETING, ADVERTISING, AND RECRUITING TOOL
SMC	SENIOR MILITARY COLLEGE
SMP	SIMULTANEOUS MEMBERSHIP PROGRAM
SROTC	SENIOR RESERVE OFFICERS' TRAINING CORPS
SRS	STRATEGIC READINESS SYSTEM
STAR-T	SITUATION, TASK, ACTION, RESULT, TIME
STX	SITUATIONAL TRAINING EXERCISE
SY	SCHOOL YEAR
TAC	TRAIN-ASSESS-COUNSEL
TAG	THE ADJUTANT GENERAL
TDA	TABLE OF DISTRIBUTION AND ALLOWANCES
TDY	TEMPORARY DUTY
TNG	TRAINING
TPU	TROOP PROGRAM UNIT
TRADOC	U.S. ARMY TRAINING AND DOCTRINE COMMAND
TSP	TRAINING SUPPORT PACKAGE
UHR	UNIT HISTORICAL REPORT
UKOTC	UNITED KINGDOM OFFICER TRAINING COURSE
UOES	UNIT OPERATIONAL EXECUTIVE SUMMARY
USAROTCCC U.S.	ARMY RESERVE OFFICERS' TRAINING CORPS CADET COMMAND
UVR	UNIT VISITS REPORT
USAR	U.S. ARMY RESERVE
USAREC	U.S. ARMY RECRUITING COMMAND
USMA	U.S. MILITARY ACADEMY
VA	VETERAN'S ADMINISTRATION
VEAP	VETERANS' EDUCATION ASSISTANCE PROGRAM

## **Appendix B.**

### Definitions

**ACADEMIC ALIGNMENT** - When a contracted cadet's academic status (according to the university/college) is the same as his/her Military Science and Leadership status. Example: MSL III cadet with 2 years remaining in college. (P&A)

**ACADEMIC DISCIPLINE MIX (ADM)** - Five categories of academic majors used by Cadet Command to target scholarships. They are: ADM 1 - Generalist; ADM 2 - Technical Management; ADM 3 - Physical Science/Analytical; ADM 4 - Engineering; & ADM 5 - Nursing. (RROD)

**ACADEMIC PROBATION** - Probation is a warning to the cadet when the terms of the contractual agreement are not met. It is a trial period (normally a school term) to correct deficiencies for non-scholarship cadets who fail to maintain retention standards for ROTC enrollment. NOTE: The preferred tool for scholarship cadets who fail to maintain retention standards is administrative suspension. In exceptional cases probation may be used for those scholarship cadets who do not meet retention standards due to mitigating circumstances beyond the cadet's ability to influence; however, the battalion commander/PMS must inform the brigade commander of this decision and the rationale. (P&A)

**ACADEMIC TERM** - The period of time (Semester/Quarter) that the educational institution divides the academic year for the purpose of instruction. (P&A)

**ACADEMIC YEAR** - Two consecutive semesters or three consecutive quarters a student is expected to complete one-fourth of the requirements for a baccalaureate degree under a 4-year college curriculum or one-fifth of the requirement under a 5-year curriculum. (P&A)

**ACCELERATED CADET COMMISSIONING TRAINING (ACCT)** - A program for students who demonstrate exceptional skills as Scholars/Athletes/ Leaders (SAL). Cadet progression using this option is MSL III, LDAC, MSL IV, commissioning. ACCT participants are required to complete an early train-up period of critical tasks prior to integration into the cadet battalion. (DOLD)

**ACCELERATION** - Completion of a military science and Leadership course in less than the semester time normally required. (DOLD)

**ACCESSIONS** - Entry of an officer into the formal rolls of the Active Army, USAR, or ARNG. This occurs when an officer enters Active Duty or is assigned to the reserves. (P&A)

**ACCESSIONS BOARD** - A two-phased process consisting of an Order of Merit List Panel conducted by U.S. Army Cadet Command,

which establishes a National OML and the HQDA Selection and Branching Board. (P&A)

**ACTIVE DUTY PAYBACK** - A scholarship cadet who has breached his/her contract can repay funds in lieu of entering Active Duty as an enlisted soldier IF ALLOWED THIS OPTION by the CG, CADET COMMAND. (P&A)

**ACTIVE GUARD/RESERVE (AGR)** - The ARNG and USAR military personnel on full-time Active Duty (other than for training or Active Army). He/she is the Reserve Components POC, but primarily a cadre member working for PMS. (RF)

**ADMINISTRATIVE SUSPENSION** - Status of scholarship cadets that forfeits financial assistance (tuition, fees and books) but allows continued participation in the ROTC program with payment of subsistence allowance. (P&A)

**ADVANCED COURSE** - The last 2 years of the Senior ROTC program. MSL 3 & 4 cadets normally pursue this during the junior and senior years in college. For Military Junior College (MJC) cadets, the advanced course is the freshman and sophomore years. (P&A)

**ADVANCE- DESIGNATED SCHOLARSHIP** - The three-year scholarships awarded to highly qualified four-year applicants provided they meet established criteria. Two-year scholarships awarded to highly qualified three-year applicants provided they meet established criteria. (RR0D)

**ADVANCED PLACEMENT CREDIT** - Placement credit given to cadets for prior military training, Air Force or Navy SROTC, 3 years of JROTC, or for Basic Training as a member of the Reserve Components. This credit may be used toward completing requirements for entry into the Advanced Course. For further clarification see AR 145-1, Table 5-1. (P&A)

**ADVANCE SCHOLARSHIP DESIGNEE** - A Basic Course non-contracted cadet designated to receive a scholarship after a 1-year validation requirement. (RR0D)

**AFTER ACTION REVIEW (AAR)** - A training and evaluation method, which provides timely feedback to cadets on individual and collective performance. It is used at the completion of a phase, segment, or portion of a training event. (DOLD)

**AIR ASSAULT SCHOOL (AAS)** - A 10-day CPFT training course that is available to SROTC cadets. (DOLD)

**AIRBORNE SCHOOL - (ABN)** -A three-week CPFT training course that is conducted by the Infantry Center, Ft Benning, GA., for SROTC cadets. (DOLD)

**ALIEN STUDENT** - A student who is not a U.S. citizen (immigrant, refugee, non-immigrant) who may be participating in the Basic Course, attending the Leader's Training Course or participating in the Advanced Course providing they satisfy the requirements of AR 145-1, Para 3-29. (P&A)



**ALTERNATE ENTRY OPTION (AEO)** - A cadet who enters ROTC starting as an MS III during the fall or winter semester, receives pay and goes to the LTC in the summer. At the end of the MS IV year goes to LDAC and upon successful completion receives an Army commission. (DOLD)

**ALTERNATE FLIGHT APTITUDE SELECTION TEST (AFAST)** - A qualifying test for flight training. A cadet must score at least 90 or higher. Cadets who failed to achieve a qualifying score may be retested once, but not sooner than 6 months after initial test. (P&A)

**AMERICAN COLLEGE TEST (ACT)** - An assessment examination covering four subject areas; English, Mathematics, Social Studies, and Natural Science readings. These tests provide estimates of the student's current educational and knowledge skill levels often required in college course work. (P&A)

**ANNUAL PLAN and REPORT** - Reflects the content and sequence for each of the eight Military Science courses. The plan is a means for the commander to articulate overall guidance that facilitates the subsequent short-range and near-term planning for the unit-training program. (DOLD)

**ANNUAL PROGRAM REVIEW (APR)** - A complete staff review used to make decisions regarding organizational structure, staffing, resourcing, and missioning. The APR purpose is to identify ROTC unit strengths, and weaknesses, determine problem areas (such as failing to make mission), identify probable causes of shortcomings, and decide corrective actions to take. The APR usually establishes the current year plus 4 commission missions (e.g., APR 04 cycle will establish the Mission Set 08 mission). (RROD)

**ARMY ACCESSIONS COMMAND (AAC)** - A command of TRADOC charged with providing integrated command and control of the recruiting and initial military training for the Army's officer, warrant officer, and enlisted forces. Designed to meet the human resource needs of the Army from first handshake to first unit of assignment, the command transforms volunteers into soldiers and leaders for the Army. (TRADOC)

**ARMY COLLEGE FUND (ACF)** - A bonus in addition to basic Veterans Administration educational benefits for members who enlist in selected specialties and participate in the Veterans' Education Assistance Program or the Montgomery GI Bill. (M&PA)

**ARMY INSTRUCTOR (AI)** - A retired Non-commissioned Officer employed to conduct Junior ROTC (JROTC) leadership instruction and mentor JROTC cadets. (JROTC)

**ARMY MEDICAL DEPARTMENT INTERNSHIP PROGRAM (AMEDDIP)** - A CTLT intern program sponsored by the Army Medical Department for

cadets desiring to be commissioned to AMEDD and pursuing a degree within the medical career field. (DOLD)

**ARMY ORIENTATION** - Branch-related equipment display, and indoctrination event at the Leader's Training Course. (DOLD)

**ARMY SCIENCE BOARD INTERNSHIP PROGRAM (ASBIP)** - A CTLT intern program sponsored by the Department of the Army Science Advisory panel. (DOLD)

**ASSISTANT PROFESSOR OF MILITARY SCIENCE (APMS)** - The primary instructor for ROTC cadets enrolled in Military Science. Commissioned officers can be Active, Reserve or National Guard. The APMS duties include but are not limited to recruiting, training, coaching and ultimately commissioning the future officer leadership of the Army. (P&A)

**ASSISTANT PROFESSOR OF MILITARY SCIENCE CONTRACTORS** - Personnel hired under contract with Cadet Command as Assistant Professor of Military Science. Normally, they are retired Army officers or recently separated active or reserve component officers with a minimum of eight (8) years of Army military service. (Note: There are also contract personnel serving in Military Science Instructor, Admin and Supply positions. These personnel are normally retired or recently separated Army NCOs.) (P&A)

**AUDITING STUDENT** - A student who is attending Military Science and Leadership classes for personal enlightenment only. He/she is not enrolled in the ROTC commissioning program, and will not receive credit toward commissioning. (P&A)

**BASIC COURSE** - The first two years of the Senior ROTC Program (MSL I and MSL II) which are normally taken by the cadet during the freshman and sophomore years in college. (DOLD)

**BATTALION (BN)** - A Senior ROTC host institution generally commanded by a Lieutenant Colonel or Major with three to eight officers and one to three NCOs assigned. Senior Military Colleges are command by a Colonel (O6). High School Junior ROTC (JROTC) programs generally have one officer and one to three NCOs assigned. (DOLD)

**BATTALION COMMANDER** - See Professor of Military Science (PMS).

**BATTALION COMMISSIONING FORECASTING SYSTEM (BCFS)** - The primary instrument used by PMSs to forecast the number of lieutenants whom the battalion will commission in each mission set. BCFS tracks each cadet's progression systematically with an individual status sheet. The individual status sheet is updated routinely and identifies cadets struggling to make commission. (RR0D)

**BATTALION MISSION STATUS REPORT** - The Battalion Mission Status Report (BMSR) is a monthly report submitted via the internet by the PMS to Cadet Command. The purpose of the BMSR is to allow the PMS to provide a ground truth report of their unit's

mission accomplishment status. Key elements of the BMSR include commission projections for the current and next two mission sets and PMS comments. The BMSR is intentionally separate and distinct from the CCIMS database and the Command's commission forecasting models. This is being replaced by the Mission Set Management Report (MSMR) in late 2004. (RROD)

**BATTALION PROSPECT MANAGEMENT SYSTEM** - A multipurpose database designed to assist the Recruiting Operations Officer in total prospect management. It includes data manipulation, direct mail operations, file import and the added capability to generate convenient reports. (M&PA)

**BLACKBOARD** - An internet-based learning management system. (DOLD)

**BOLC I** - Course of instruction that describes the pre-commissioning training and education across USMA, ROTC, and OCS. (DOLD)

**BOLC II** - Course of instruction that describes the "lieutenant phase" of instruction, specializing in small unit leader skills while operating within a tactical environment. (DOLD)

**BOLC III** - Course of instruction that specializes in branch specific training. (DOLD)

**BRANCH ORIENTATION** - Branch-related equipment display and presentations conducted at The Leader Development & Assessment Course on the opportunities, challenges, and duties available in each branch of the Army. Similar to the Army Orientation at the Leader's Training Course. (DOLD)

**BREACH** - Conduct on the part of a student that violates the terms of his/her contract regardless of whether the conduct was done with specific intent to violate the contract or whether the student knew that the conduct violated the contract. A breach is broader in scope than willful evasion. (P&A)

**BRIGADE** - A subordinate command of a Region, and the higher headquarters of several Senior/Junior ROTC battalions. A Colonel commands it. (DOLD)

**BRIGADE RECRUITERS** - A team of Cadet Command Army Officers who recruit for all battalions within a specific area/region. The Brigade recruiter team is normally assigned to an ROTC Brigade HQs and concentrates on the high school market as well as Active Duty military installations. (RR0D)

**CADET** - A term that applies to all students enrolled in the ROTC program, including immigrant alien students enrolled in MSL I or MSL II. (P&A)

**CADET BUDDY SYSTEM** - The process of pairing cadets into a 2-person team for safety and training purposes. (DOLD)

**CADET CHALLENGE PROGRAM** - A program intended for JROTC cadets to improve physical conditioning and heighten Esprit de Corps. It culminates with the Cadet Challenge Competition that uses the President's Physical Fitness Program events to measure a cadet's level of fitness. (JROTC)

**CADET COMMAND INFORMATION MANAGEMENT SYSTEM (CCIMS)** - An automated tool to aid in capturing and managing cadet

information and in communicating that information throughout the command. (IMO)

**CADET CANNONADE** - Ceremonial salute with howitzers firing simultaneous rounds to signify "DUTY, HONOR, COUNTRY". (DOLD)

**CADET EVALUATION REPORT (CER)** - Cumulative record of a cadet's total performance - one on campus, one at LDAC. Uses a forced distribution system in order to rank cadets for the OML. Both CERs go into the cadet's accessions packet. (DOLD)

**CADET FIELD TRAINING (CFT)** - A CPFT training course held by USMA for MSL II cadets. (DOLD)

**CADET INTERNSHIP PROGRAM (CIP)** - An internship with HQDA located in the Pentagon, Arlington, VA, in any one of the academic disciplines listed on the Cadet Command website. (DOLD)

**CADET PAY** - Pay to SROTC scholarship and non-scholarship contracted cadets in the form of monthly subsistence and as a salary to cadets who attend the Leader Development & Assessment Course, Leader's Training Course, and/or Cadet Troop Leader Training IAW the DOD Pay Manual. (RM)

**CADET PROFESSIONAL DEVELOPMENT TRAINING (CPDT)** - A program that allows cadets to receive training in Army schools and with Active Duty Units. It includes Cadet Troop Leader Training (CTLT), Cadet Practical Field Training (CPFT) that is comprised of Airborne, Air Assault, Northern Warfare, and Mountain Warfare, Combat Survival Training, Combat Divers Qualification Course, Cadet Field Training, Sandhurst Competition and the United Kingdom Officer Training Corps Program. (DOLD)

**CADET RECRUITER** - A program for enrolled cadets to influence their peers to join ROTC. (RROD)

**CADET TROOP LEADER TRAINING (CTLT) PROGRAM** - A program that places cadets in leadership positions in Active Army units for a period of 3-4 weeks during the summer. Normally, cadets are sent to training upon completion of the Leader Development & Assessment Course. Slots are available in CONUS and OCONUS units. (DOLD)

**CENTRAL IDENTIFICATION LABORATORY INTERNSHIP PROGRAM (CILIP)** - A CTLT intern program in which cadets train with forensic specialists. (DOLD)

**CHALLENGER STAKES** - Inter-platoon competition at the Leader's Training Course. (DOLD)

**COMBAT DIVERS QUALIFICATION COURSE (CDQC)** - A CPFT training program conducted in Key West, FL by SOF personnel to become a combat diver. The course of instruction is four weeks and four-days in length. Cadets competing for these slots must first attend and complete a three-week Pre-Scuba Course. (DOLD)

**COMBAT SURVIVAL TRAINING (CST)** - A CPFT training program (20 days) conducted at the USAFA, Colorado Springs, CO. (DOLD)

**COMMANDANT OF CADETS** - He/she is second in-charge at the Leader Development & Assessment Course and Leader's Training Course and usually works for the Camp Commander. (DOLD)

**COMMISSION** - The certifying document given by the U.S. Government conferring the rank of a commissioned officer in the Armed Forces. Normally, the rank of Second Lieutenant is conferred. (P&A)

**COMMISSION MISSION** - The number of quality cadets to be commissioned in a Mission Set. (RROD)

**COMMITTED** - A Blitz term designating a cadet who is contracted or conditionally contracted in the SROTC program. (RROD)

**COMMUTATION** - A payment made to a cadet (enrolled in Army ROTC for the purpose of obtaining a commission) for uniforms in lieu of issue-in-kind uniforms. Applies to ROTC programs at Junior and Senior Military Colleges only. (RM)

**COMPANY TAC NCO (CTNCO)** - The senior ROTC NCO in the company at the Leader Development & Assessment Course, Leader's Training Course and in the campus ROTC Battalion. (DOLD)

**COMPANY TAC OFFICER (CTO)** - The senior ROTC officer in the company at the Leader Development & Assessment Course, Leader's Training Course and in the campus ROTC Battalion. (DOLD)

**COMPLETION CADET** - A contracted cadet who has completed the SROTC program, including the Leader Development & Assessment Course, but not his/her Baccalaureate degree requirements. The cadet signs an MOU with the PMS that he/she will graduate within 2 years. (P&A)

**COMPLETION CADET WITH 1-YEAR WAIVER** - Same as above except the cadet has been in a completion status for the maximum 2 years, and has been granted a 1-year waiver by the Region Commander. (P&A)

**COMPRESSION** - When a cadet takes two Military Science Leadership classes simultaneously. Classes are not reduced in scope or duration. (DOLD)

**CONDITIONAL** - A non-scholarship cadet who has enrolled in the Advanced Course and is temporarily ineligible to contract (e.g., awaiting administrative documentation or awaiting waiver approval). The cadet signs Part I of the ROTC contract (DA Form 594) but the PMS does not sign Part II until the temporary condition is resolved. The conditional status must be resolved within 12 months. (P&A)

**CONSTRUCTIVE CREDIT** - A flexible program of independent study established by the PMS, designed to accommodate academic schedules and allow cadets to meet specific course requirements. (P&A)

**CONTRACTED CADET** - A scholarship or non-scholarship cadet who has a completed DA Form 594-3 or DA Form 594 and executed a DD Form 4. (P&A)

**CONTRACTING MISSION** - The mission that specifies the number of cadets who must be contracted at the beginning of a school year in order to achieve the commission mission based on historic attrition and migration. (RROD)

**COUNTERPART BATTALION** - A SROTC battalion tasked to refer quality-enlisted soldiers from a nearby Army installation to the Army SROTC Battalion at the soldier's college of choice. (RROD)

**DEDICATED SCHOLARSHIP** - Scholarships dedicated by law or regulation to a specific group of schools or individuals. These include Reserve Forces Duty, Army National Guard, Green-to-Gold, Military Junior College, and the Historically Black Colleges/Universities Scholarships. (RROD)

**DEFENSE JOINT MILITARY PAY SYSTEM-RESERVE COMPONENT/ROTC PAY SYSTEM (DJMS-RC/ROTC)** - A combination of automated systems and manual procedures utilizing CCIMS cadet data base to generate pay entitlements during the academic school year and camp training dates. CCIMS data is uploaded on a daily basis into DJMS-RC/ROTC. Certification is accomplished at the battalion level by the Bn Cdr. Support is provided by Cadet Command, RM&LD, Pay Operations Division and Defense Finance & Accounting Service - Indianapolis Center (DFAS-IN). (RM)

**DEFENSE INFORMATION SYSTEMS AGENCY INTERNSHIP PROGRAM (DISAIP)** - A CTLT intern program sponsored by the Defense Information Systems Agency for cadets with a major in Computer Science. (DOLD)

**DEPARTMENT OF DEFENSE MEDICAL EVALUATION REVIEW BOARD (DODMERB)** - A DOD agency headquartered at Colorado Springs, CO that collects, reviews, and determines medical approval/disapproval authority over entry standards for cadets entering ROTC and the military academies. (CC Surgeon)

**DEPARTMENT OF MILITARY SCIENCE** - An academic department of an educational institution, which administers the Army ROTC activities at that institution. The ROTC battalion is the operating element of the Department. The PMS is the Department Head. (P&A)

**DEVELOPMENTAL ACTION PLAN (DAP)** - A Cadet Command form with information developed by a cadet summarizing feedback from cadre and describing what the cadet intends to do to improve his or her performance in specific leadership areas. (DOLD)

**DIRECTOR OF ARMY INSTRUCTION (DAI)** - A retired Army officer recognized by the Army as the senior officer administrator of a multiple (5 or more) JROTC unit. (JROTC)

**DIRECTORY MODULE** - The portion of CCIMS that provides information about Senior ROTC (SROTC) units. This module in CCIMS is divided into four parts: ROTC Unit, Host School, Non Host School, and Administration. The ROTC unit module provides specific information about the Senior ROTC unit. The Host module provides specific information about the university/college where the SROTC unit is located, missioning and scholarship allocations. The Non Host School module provides specific information on each academic institution with a partnership agreement with the SROTC unit. The Administration module provides information on books and commutation. (RROD)



**DISENROLLED STUDENT** - A previously enrolled cadet who has been administratively removed from the ROTC program. (P&A)

**DISTANCE LEARNING** - The delivery of standardized training, when and where it is needed, through the application of multiple media and technologies. Student-instructor interaction may be real time or non-real time. Instruction may also be self-paced with no instructor. Distance learning is a generic term encompassing "Web-based" training, computer-based training, interactive video, desktop conferencing, and video tele-training. (DOLD)

**DISTINGUISHED MILITARY GRADUATE (DMG)** - A ROTC graduate who is among the top 20% of the national OML as determined by the annual Cadet Command OML Panel. (P&A)

**DISTINGUISHED MILITARY STUDENT (DMS)** - An MS IV cadet who has completed The Leader Development & Assessment Course, attained Military Science standing in the upper third of his/her ROTC class, and is ranked as such on the Order of Merit List established by the PMS. (P&A)

**EARLY COMMISSIONING PROGRAM (ECP)** - A ROTC program that commissions cadets prior to them receiving their Baccalaureate degree. This only applies to Military Junior College cadets. (RROD)

**ENGINEERING INTERNSHIP PROGRAM (EIP)** - A CTLT intern program for cadets pursuing an engineering degree. (DOLD)

**ENGLISH-AS-A-SECOND LANGUAGE (ESL)** - A formal language program designed to provide English language training to cadets with a non-English language background. (DOLD)

**ENHANCED SKILLS TRAINING PROGRAM (ESTP)** - A training program designed to ensure ROTC cadets have the requisite reading, writing, and mathematical skills necessary to earn a degree, complete the Officer Basic Course (OBC), and to compete successfully with their peers. (DOLD)

**ENROLLED CADET** - A student who registers and attends/participates in a Military Science and Leadership course for commissioning credit. (P&A)

**ENROLLMENT** - The act of completing the CC Form 139-R to enroll individuals as members in the SROTC program using the enrollment criteria for the Basic or Advanced Courses, as appropriate. Also, used to show potential commissionees, as well as current enrollment for mission set contracting/enrollment missions. (P&A)

**ENROLLMENT AND MISSION PLANNER (EMP)** - A management tool used to establish the recruiting and retention goals necessary to achieve the assigned commission mission. The EMP provides an overview of how students at a battalion progress through the SROTC program to commission. (RROD)

**FORTY-FIVE-DAY RULE** - The Federal Government's obligation to pay scholarship monies will not occur until a cadet has been in a full-time student status for 45 days after the start of each academic year. (RM)

**FOUR-GOLD ASSOCIATION** - The collective name for the four commissioning sources: Cadet Command, National Guard Officer Candidate Schools, United States Military Academy, and the Federal Officer Candidate Schools. This group meets annually to review and resolve pre-commissioning training and leadership development issues. (DOLD)

**FOUR-YEAR SENIOR ROTC PROGRAM** - It consists of the on-campus Basic Course (MSL I and MSL II) or one of the qualifying substitutes (Advanced Placement Credit) followed by the last 2 years of Military Science and Leadership in the Advanced Course. (P&A)

**GOLD BAR RECRUITER** - A recent ROTC commissionee who augments the recruiting efforts on and off campus. He/She is assigned to an Army ROTC Battalion (normally the battalion which commissioned them) up to 120 days prior to attending Officer Basic Course. (M&PA)

**GRADE POINT AVERAGE (GPA)** - The total of acceptable quality points divided by the number of earned credit hours (semester/cumulative) as established by the institution for graduation. Both scholarship and non-scholarship contracted cadets must maintain a minimum acceptable GPA of 2.00 on a 4.00 scale or the equivalent on another scale. (P&A)

**GRADED MILITARY SKILLS TEST (GMST)** - The test of basic soldiering skills at the Leader's Training Course. (DOLD)

**GSA VEHICLE REPORTING REQUIREMENTS:**

a. Mileage Reports (3 options):

(1) Mileage Express: GSA Internet Web page report/<http://www.fss.gsa.gov/mileageexpress> Due 30<sup>th</sup>-31<sup>st</sup> each month.

(2) Dial-A-Mile: For activities with 20 or less vehicles that do not have access to the Internet. Dial-A-Mile is (844) 442-3443. Due 30<sup>th</sup>-31 each month.

(3) GSA Form 494 (Motor Vehicle Use Report): Hard copy postcard form. Enter the ending odometer (excluding tenths) reading and return card to GSA. Due 15<sup>th</sup>-20<sup>th</sup> each month.

b. GSA Form 3448 (Motor Vehicle Service Authorization): GSA Form 3448 is designed for preventive maintenance (PM). The form will specify the mileage/date by which the inspection must be completed. After the PM is completed, indicate the mileage and dates the PM was performed in the appropriate area of the form and return to the address indicated.

c. GSA Form 1152 (Vehicle Assignment/Termination Transaction): Unit file must contain a copy of each GSA Form 1152 (ref. CCR 400-1, chap 6). Provide CDT CMD (ATTN: ATCC-RR) a copy of all GSA Form 1152's pertaining to initial, additional, vehicle assignments, upgrades and terminations.

d. SA Form 2556 (Miscellaneous Charges & Adjustments Transaction): Charges/credits for GSA vehicle accident/incident damage will be described on GSA Form 2556. Provide CDT CMD (ATTN: ATCC-RR) a copy of all GSA Form 2556's pertaining to vehicle accident/incident charges or credits. A copy of the GSA Form 2556 is required as an audit trail for GSA vehicle damage charges billed to Cadet Command.

e. Standard Form 91 (Motor Vehicle Accident Report): ROTC activities using GSA vehicles must ensure that vehicle operator(s) involved in accidents report information pertaining to the accident/incident on an SF 91. Report accident and forward a copy of the SF 91 to the National Accident Management Center (1-800-325-2958). (RM)

**HEALTH FACILITIES PLANNING AGENCY INTERNSHIP PROGRAM (HFPAIP)**

- A CTLT intern program for cadets pursuing an engineering degree. (DOLD)

**HISPANIC ACCESS INITIATIVE (HAI)** - DA funded program to establish SROTC access to students at new, predominantly non-host HACU schools. (RROD)

**HISTORICALLY BLACK COLLEGES AND UNIVERSITIES PROGRAM (HBCUP)** -

A program designed to encourage highly qualified students to attend ROTC training at HBCUs. This is done by selectively targeting additional 4-year ROTC scholarships. (RROD)

**HOST BATTALION** - A 4-year college, university, or institution, or 2-year Military Junior College which has a contractual agreement with the Secretary of the Army to provide Military Science instruction. They are staffed to instruct, recruit, and provide for their own administrative and logistical support. Hosts receive individual mission and are evaluated on mission accomplishment. (RROD)

**"HOW TO FIGHT MANUAL"** - A manual depicting, in detail, the training and evaluation plan for the Leader Development & Assessment Course. (DOLD)

**HUMAN RESOURCE ASSISTANT (HRA)** - Civilian Personnel hired to serve as key POC and continuity to the PMS regarding the administration of the ROTC program at the Battalion/School.

**IMMIGRANT ALIEN** - A non-U.S. citizen who has been lawfully admitted to the U.S. for permanent residence. The Battalion Commander must approve requests for participation. (P&A)

**INDIVIDUAL READY RESERVE (IRR)** - Individuals who report directly to ARPERCEN for command and control, and training. They are carried on the Individual Ready Reserve Roll until completion of service obligation. (RF)

**INDIVIDUAL TACTICAL TRAINING (ITT)** - Training which prepares the soldier to perform specified duties or tasks related to assigned duty position or subsequent duty positions at the

Leader's Training Course (LTC) and Leader Development & Assessment Course (LDAC). (DOLD)

**INELIGIBLE CADET** - A student who does not meet the eligibility requirements to enroll in SROTC as outlined in Cadet Command Pamphlet 145-4. (P&A)

**INSTITUTIONAL REPRESENTATIVE** - A high-ranking representative (normally the President, Chancellor, or Provost) from the college or university who attends Camp to learn more about ROTC, the Army and how students are developed into leaders. (DOLD)

**J.F. KENNEDY SPECIAL WARFARE INTERNSHIP PROGRAM (JFKSWIP)** - A CTLT intern program designed for cadets expressing a desire to branch Infantry and/or Special Forces. (DOLD)

**JROTC CADET** - A high school student who is enrolled in JROTC. These cadets form a ready market of potential cadets or scholarship applicants who are already favorably inclined toward the Army. (JROTC)

**JUNIOR RESERVE OFFICERS' TRAINING CORPS (JROTC)** - The organization of units established by the Department of the Army under Title 10 USC 2031 to conduct a program of leadership instruction for students at public/private secondary educational institutions. (JROTC)

**LATERAL ENTRY OPTION** - Includes anything but progression. Currently, there are four: (1) Alternate Entry, (2) Placement Credit, (3) Accelerated Cadet Commissioning Program, and (4) Nurse Cadet training. (DOLD)

**LAWRENCE LIVERMORE LABORATORY INTERNSHIP PROGRAM (LLLIP)** - An intern program for cadets to work/train at Lawrence Livermore Laboratories. (DOLD)

**LEAD** - A high school student or potential college attendee who expresses an interest in ROTC. (M&PA)

**LEADER DEVELOPMENT & ASSESSMENT COURSE (LDAC)** - A 5-week training program conducted at Fort Lewis, Washington. It is part of the Advanced Course, and is usually attended between the MSJ III and IV years. (DOLD)

**LEADER DEVELOPMENT & ASSESSMENT COURSE TRAINING ASSESSMENT PROGRAM** - This is a program that provides indicators on the effectiveness of a SROTC battalion's training program. (DOLD)

**LEADER STAKES** - Platoon-level competition at LDAC to encourage team development. See LDAC "How to Fight Manual". (DOLD)

**LEADERSHIP DEVELOPMENT PROGRAM (LDP)** - A progressive, individual-focused program that develops cadets and elicits leadership behavior for the purpose of leadership training. Leadership opportunities are formally assessed using LDP. While cadets will receive no fewer than the minimum number of leadership opportunities on-campus and at camp, the maximum number of opportunities is determined based on the individual's training needs. (DOLD)

**LEADERSHIP DIMENSIONS** - Specific values, attributes, skills and actions developed in current Army doctrine actually needed to perform effectively as a 2LT. (DOLD)

**LEADERSHIP EVALUATION OPPORTUNITIES** - The minimum number of pre-specified evaluated leadership opportunities each cadet will receive during on campus or camp training. (DOLD)

**LEADER'S REACTION COURSE (LRC)** - A situational test of a cadet's leadership abilities. NOTE: Sometimes, referred to as the Field Leader's Reaction Course (FLRC). (DOLD)

**LEADER'S TRAINING COURSE (LTC)** - The 5-week ROTC training course conducted at Fort Knox, KY, which is normally attended before the junior academic year. It is one of the alternate routes for enrollment in the 2-year Advanced Course of the Senior ROTC program and a qualifier for the ECP at MJC's. (P&A/RRD)

**LEAVE OF ABSENCE (LOA)** - An authorized period of time a contracted cadet is absent from ROTC instruction. While in a LOA status, no subsistence allowance or scholarship benefits will be paid to the cadet. (P&A)

**LET PROGRAM OF INSTRUCTION** - Leadership, Education, and Training program of instruction taught in JROTC. (JROTC)

**LOA PENDING DISENROLLMENT** - A contracted cadet who is placed in a LOA status because of a pending adverse action, which could result in disenrollment from the SROTC program. (P&A)

**LOA PENDING RETURN** - A contracted cadet who has been authorized a period of time to be absent from ROTC instruction, and is expected to return to the program. (P&A)

**LOCAL ADVERTISING PURCHASING SYSTEM (LAPS)** - A command-wide automated web-based "shopping cart" application that allows battalions, brigades, and regions to order and purchase local print and radio advertising, giveaway items, and related marketing products to support their recruiting and retention activities. (RRD)

**LEADERSHIP LABORATORY (LAB)** - Lab is an extension of classroom instruction where cadets continue to hone their leadership skills with mostly "hands-on" training tasks. It is mandatory for all cadets, and is an active learning process - not passive in nature. Labs are normally conducted outside of the classroom. (DOLD)

**MAGNET PROGRAM** - An agreement between a host high school and another high school that allows students to travel to the host high school to participate in the JROTC program. Cadets are counted in the enrollment of the Host High School. JROTC cadre will only be assigned to a Host High School. (JROTC)

**MARKETING ACTION PLAN (MAP)** - A standardized, detailed, and comprehensive plan of action for marketing the Army SROTC program. Often referred to as the Battalion Marketing Action Plan (BMAP). It consists of a situation analysis, statement of unit goals and objectives, and action plans for reaching the stated objectives. (M&PA)

**MISSION ESSENTIAL TASK LIST (METL)** - Compilation of collective mission essential tasks that must be successfully performed if an organization is to accomplish its mission. (DOLD)



**MIGRATION** - The process where a cadet, because of various circumstances (e.g., extended degree requirements), moves to a different mission set. Commissioning credit cannot be granted to the battalion until the cadet graduates and is commissioned. (RROD)

**MILITARY ACADEMY LIAISON OFFICER (MALO)** - An Army Reservist who provides referrals to USMA and Cadet Command. MALOs are located nationwide and are organized by state and zip code areas. (RROD)

**MILITARY INSTITUTIONAL REPRESENTATIVE (MIR)** - A cadre member who acts as the PMS representative when a cadet is having difficulty or is being "boarded" at a training course. (DOLD)

**MILITARY JUNIOR COLLEGE (MJC)** - One of five military junior colleges that provide high school and college-level instruction, confers an Associate degree, and commission cadets under the guidelines of the ECP. (RROD)

**MILITARY SCIENCE and LEADERSHIP (MSL)** - The curriculum that constitutes the Senior ROTC program. (DOLD)

**MISSION** - The assigned contract or commission objective that has been approved by CG, Cadet Command. (RROD)

**MISSION SET MANAGEMENT REPORT (MSMR)** - The MSMR is a new CCIMS-based report under development at HQ, Cadet Command. It is designed to provide a common, current situational awareness to leaders at all echelons of the command. The MSMR will incorporate the features of and take the place of the UVR, the BMSR, the Mission Set Reports, and the MMB. (RROD)

**MISSION SET** - All cadets commissioned or scheduled to be commissioned during a given Fiscal Year. (RROD)

**MONETARY PAYBACK** - Recoupment of scholarship funds, in lieu of serving on Active Duty, by cadets who breach the scholarship contract. (P&A)

**MOUNTAIN WARFARE TRAINING (MWT)** - A two-week CPFT training course at Camp Ethan Allen in Jericho, VT. (DOLD)

**MSL I CADET** - A cadet enrolled in the first year of the Military Science and Leadership curriculum in the Senior ROTC program (Basic Course). (P&A)

**MSL II CADET** - A cadet enrolled in the 2nd year of the Military Science and Leadership curriculum in the Senior ROTC program (Basic Course). (P&A)

**MSL III CADET** - A cadet enrolled in the 3rd year of the Military Science and Leadership curriculum in the Senior ROTC program (Advanced Course). (P&A)

**MSL IV CADET** - A cadet enrolled in the 4th year of the Military Science and Leadership curriculum in the Senior ROTC program (Advanced Course). (P&A)

**MSL V CADET** - A cadet on an approved extension of scholarship benefits. (RROD)

**MSL VI CADET** - A cadet who has completed his/her Military Science and Leadership requirements except for PME, but not his/her Baccalaureate degree requirements. (DOLD)

**MR/MS** - The spoken title for cadets. (DOLD)

**NATIONAL ADVERTISING CONTRACT PAYMENT SYSTEM (NACPS)** - A payment system for local and regional advertising services (e.g., print, radio, television, etc) administered by the Regional Account Supervisor. NACPS is both an authorization (contract) for services to be performed and a payment system (invoice) for vendor payment. It provides a system for Regions, Brigade recruiters, and Battalions to conduct local and regional advertising campaigns in accordance with the MAP. It does not duplicate national advertising. (M&PA)

**NATIONAL DEFENSE CADET CORPS (NDCC)** - A national program with students participating in leadership studies at secondary educational institutions under Title 10 USC 4651. Financial support comes from the sponsoring institution. The term JROTC includes the NDCC. (JROTC)

**NATIONAL GROUND INTELLIGENCE CENTER INTERNSHIP PROGRAM**

**(NGICIP)** - A CTLT intern program available to cadets pursuing automation or linguistic degrees. (DOLD)

**NON-IMMIGRANT ALIEN** - A person, not a citizen or national of the United States, who is in the United States for a purpose other than immigration, e.g., a student. Requests for participation must be approved by CG, Cadet Command. (P&A)

**NORTHERN WARFARE TRAINING (NWT)** - A two-week CPFT training program conducted at Fort Richardson, AL., for cadets to learn how to conduct military operations in mountainous regions throughout the world. (DOLD)

**NURSE SUMMER TRAINING PROGRAM (NSTP)** - The 3-week summer clinical and leadership training conducted at an Army medical treatment facility for nurse cadets. (RROD)

**OFFICER RETURNING ALUMNI PROGRAM** - Augments our on-campus cadre with young, experienced officers in a manner similar to USAREC's Hometown Recruiter Assistance Program (HRAP). ORAP deploys officers to their alma maters for short periods of time (10 days) with the specific task of selling the Army to potential ROTC participants and retention of cadets in the program. (RROD)

**OFFICERSHIP** - The character and status of being a commissioned officer. (DOLD)

**OLMSTED FOUNDATION CADET OVERSEAS TRAVEL and CULTURAL**

**IMMERSION PROGRAM (OFCOT)** - A CTLT intern program designed to educate future career military officers that exhibit extraordinary potential in becoming the country's future leaders. (DOLD)

**OPENING ENROLLMENT REPORT** - A report containing a by-school listing of opening enrollment numbers for Military Science I, II, III, IV, V, VI, and Completion cadets. It also contains the number of lieutenants commissioned by school for the previous Fiscal Year, and a by-Region race and ethnic breakdown. The data for the report is captured on the first Monday in November and derived from the battalion's CCIMS data. (RROD)

**OPERATION PARTNERSHIP** - A cooperative effort on the part of U.S. Army Cadet Command and the U.S. Army Recruiting Command (USAREC) to provide each other with referrals. USAREC refers quality high school students interested in college ROTC to Cadet Command, and Cadet Command refers quality college students with potential for Army enlistment to USAREC. (M&PA)

**PARTICIPATING STUDENT** - An academically enrolled student participating in Military Science and Leadership classes in an ROTC non-enrolled status. They do not meet the entry requirements for the Advanced Course (e.g., alien or handicapped student, a student who exceeds the age requirement, etc.). They will not receive commissioning credit and can only participate in classroom instruction. (P&A)

**PARTNERSHIP SCHOOL** - An institution that has a partnership agreement with a host Battalion. The agreement will allow a student enrolled in the institution (for the purpose of academic study leading to a degree) to be enrolled in the ROTC program of a host Battalion. A partnership school is not commissioned separately. Enrollment and production of the partnership school will be included with its host Battalion. ROTC cadre may be assigned to a partnership school. Generally, an agreement is not established when the school involved is located more than 50 miles or 1 hour's driving time from each other. The potential of a partnership school is not included in the calculation of the potential of its host Battalion. Partnership institutions and agreements were formerly known as Cross-enrolled institutions and agreements. (RROD)

**PHYSICAL APTITUDE EXAMINATION (PAE)** - A series of events given to determine a person's physical aptitude. Although no longer required for SROTC, ROTC cadre may administer the PAE on behalf of the United States Military Academy, West Point. The events are: pull-ups for men or flexed arm hang for women, standing long jump, modified basketball throw, and the 300-yard shuttle run. (P&A)

**PLATOON TAC NCO (PTNCO)** - Senior ROTC NCO in the platoon at either LTC or LDAC. (DOLD)

**PLATOON TAC OFFICER (PTO)** - Senior ROTC Officer in the platoon at either LTC or LDAC. (DOLD)

**POTENTIALS** - This is the number of first-time, full-time, freshmen/first-year students who are under 24 years of age, non-handicapped, and U.S. citizens. Potential markets for partnership schools are not to be included with the potential of a host. (RROD)

**PRE-COMMISSIONING COMMON CORE TRAINING (PCT)** - Tasks designated by HQ, Cadet Command / DOLD to be trained by all pre-commissioning sources (BOLC 1). (DOLD)

**PROBABLES** - Basic Course cadet or a non-enrolled student who may qualify for contracting through advanced placement credit, the alternate entry program, scholarship awarding, or the Four-Semester Nurse Training Program, who has shown or expressed an interest in contracting. They are actively working toward meeting the Advanced Course enrollment criteria. (RROD)

**PROFESSIONAL MILITARY EDUCATION (PME)** - A component of the Officer Education System (OES) which requires cadets, in addition to their Baccalaureate degree requirements, to complete the MSL Advanced Course (MSL 301 through MSL 402) and LDAC, the Enhanced Skills Training Program (ESTP), and to demonstrate proficiency in Military History prior to commissioning. (DOLD)

**PROFESSOR OF MILITARY SCIENCE (PMS)** - The academic and military position title of the senior commissioned Army officer assigned to an SROTC battalion. Also, referred to as the Battalion Commander. The commissioned officer may be Active, Reserve or National Guard (P&A)

**PROGRESSION** - The advancement of a cadet from one Military Science and Leadership class to the next higher Military Science and Leadership class or to commissioning. (RROD)

**PROGRESSION RATE** - Rate that cadets progress from a Military Science and Leadership level in a school year to the next Military Science and Leadership level in the next school year. (RROD)

**PROSPECTS** - Students who are interested in attending the Leader's Training Course, enrolling in the Military Science and Leadership program, or contracting, who have been pre-screened for basic eligibility. (RROD)

**QUEST** - A computerized prospect management system that provides referrals to battalions and brigade recruiting officers, and reports Army ROTC prospect information to all users of the system. QUEST is the acronym that means Queries, Utilization and Exchange Student Tracking. (M&PA)

**QUEST PROSPECT** - Anyone interested and eligible to enroll in Army ROTC. Prospects are actively tracked, ranging from high school juniors to college juniors. An individual ceases to be a QUEST prospect when the QUEST system or a Brigade recruiter cannot confirm his/her interest in Army ROTC or when the battalion submits a final disposition (e.g., enrolled in Military Science). (M&PA)

**RANGER CHALLENGE** - A team competition consisting of teams of five to nine cadets who compete in mentally tough and physically challenging events. The competition usually includes the APFT, marksmanship, weapons assembly, one-rope

bridge, orienteering, patrolling, grenade assault course, and a 10K road march. (DOLD)

**RANGER CHALLENGE TAB** - A tab authorized to be worn by each cadet on a Battalion's Ranger Challenge Team. (DOLD)

**READY RESERVE** - Reserve soldiers who are either organized in units or not, but are liable for recall to Active Duty to augment the active forces in time of war or national emergency (Title 10 USC). (RF)

**RECONNAISSANCE COMMANDO DOUGHBOY (RECONDO)** - A LDAC award earned by all cadets who meet the strict, physically demanding standards set out in the "How to Fight Manual". The RECONDO Badge award signifies consistently high standards of performance throughout LDAC. (DOLD)

**RECRUITING ENROLLMENT ACTION PLANNER (REAP)** - The Recruiting and Enrollment Action Plan (REAP), consists of five paragraphs in an Operations Order (OPORD) format. (RROD)

**RECRUITING OPERATIONS OFFICER (ROO)** - The Officer responsible for coordinating the battalion's recruiting and retention programs. (RROD)

**RECRUITING PUBLICITY ITEMS (RPI)** - Brochures and posters designed to provide general and specific information on the ROTC program to aid in recruiting efforts. (M&PA)

**REFERRALS** - A pre-qualified prospect referred to a battalion for the purpose of enrolling in Army ROTC. (M&PA)

**REFUGEE** - An alien who has fled his home or country to establish residence elsewhere and who has been granted refugee status by the appropriate U.S. Federal officials (Usually INS). Refugees will be treated as immigrants for the purpose of participating in ROTC. Region Commander must approve requests for participation. (P&A)

**REGION** - A subordinate command of Headquarters, Cadet Command that is commanded by a Colonel. Regions are currently located at Fort Knox, KY, and Fort Lewis, WA. (M&PA)

**REGION COMMANDER** - The Commander of a U.S. Army Cadet Command (ROTC) Region. (M&PA)

**REGIONAL ACCOUNT SUPERVISOR (RAS)** - A full-time representative of Cadet Command's advertising agency located at each Region Headquarters. He/she works for the agency, but responds to the needs of the Region Commander. The RAS provides direct assistance to the Region Headquarters and individual battalions in developing advertising campaigns, promotional plans, and publicity materials. (M&PA)

**REGIMENTAL AFFILIATION PROGRAM (RAP)** - It is the association between an Army unit and a regiment of cadets at LDAC. Throughout LDAC, the cadet regiment carries the colors of the affiliated unit. (DOLD)

**REGIMENTAL Sergeant Major TAC NCO (RSGM)** - This is the senior ROTC NCO in the regiment at the Leader's Training Course and Leader Development & Assessment Course. (DOLD)

**REGIMENTAL TAC OFFICER (RTO)** - This is the senior ROTC officer in the regiment at the Leader's Training Course and Leader Development & Assessment Course. (DOLD)

**RETENTION RATE** - Rate that contracted cadets in a given mission set either commission, remain in the ROTC program, or disenroll. (RROD)

**RISK MANAGEMENT** - The TRADOC prescribed process of examining the risks associated with training/operations and their implications. (DOLD)

**SANDHURST COMPETITION** - A CPFT training program held at USMA in April of each year. (DOLD)

**SCHOLAR ATHLETE LEADER (SAL)** - **Quality assessment model used** to provide the command with a simple method to assess and capture the quality indicators of a student contracting into the SROTC program. Upon contracting, the PMS will validate an evaluation of the contracting cadet IAW the criteria for Scholar, Athlete, or Leader designations. (RROD)

**SCHOLARSHIP AWARD PENDING CONTRACT** - This action is taken when a scholarship winner is not eligible to execute the scholarship due to a pending medical or administrative action. (RROD)

**SCHOLARSHIP** - Funds that are set aside specifically for the Army ROTC program to be awarded to students interested in pursuing a commission in the Armed Forces. The scholarship provides financial assistance for tuition, books, and fees. There are two, three and four year scholarships available. Effective 1 October 2002, scholarship students also receive a monthly stipend of \$250 for MSL I's, \$300 for MSL II's, \$350 for MSL III's and \$400 for MSL IV/V's. (RROD/RM)

**SCHOLASTIC APTITUDE TEST (SAT)** - A standardized examination used to measure the verbal and mathematical skills of students for college entry. (RROD)

**SCHOOL OF CADET COMMAND (SOCC)** - The school authorized by HQs, AAC and Cadet Command to provide instruction and training for the cadre assigned at the battalion and brigade level.

**SENIOR ARMY INSTRUCTOR (SAI)** - The senior instructor in a JROTC program. Usually a retired officer. (JROTC)

**SENIOR MILITARY COLLEGE (SMC)** - One of six military schools that provide college-level instruction, and confer a baccalaureate degree. (RROD)

**SENIOR MILITARY SCIENCE INSTRUCTOR (SMSI)** - The title of the senior enlisted instructor within each SROTC Battalion. (P&A)

**SENIOR RESERVE OFFICERS' TRAINING CORPS (SROTC)** - The ROTC program offered at the college-level for the purpose of commissioning the future officer leadership of the Army. (P&A)



**SIMULTANEOUS MEMBERSHIP PROGRAM (SMP)** - An officer-training vehicle that requires enlisted status in the Reserve Component unit. An SMP cadet is a participating member of a RC unit, and a contracted cadet in the Advanced Course at the same time. Enlisted members of RC units who contract in the Advanced Course must assume SMP status, or be discharged from their unit. Cadets with a GRFD scholarship must be SMP participants. SMP participants earn longevity credit for pay, and "good years" with points toward a reserve retirement.

(RR0D)

**SPONSORSHIP PROGRAM** - A program in which SROTC battalions are responsible for forming an active support relationship with JROTC programs in their geographic proximity. (JROTC)

**SQUAD SITUATIONAL TRAINING EXERCISE (Squad STX)** - Squad level tactics designed to assess a cadet's leadership skills.

(DOLD)

**STEEL CURTAIN** - This is the squad defensive tactics phase at the Leader's Training Course. (DOLD)

**STIPEND** - Allowance paid on a bi-monthly basis to contracted scholarship (MSL I- MSL V) and contracted nonscholarship (MSL III - MSL V) cadets. The stipend is used to offset living expenses for the contracted cadet. Effective 1 Oct 2002, the contracted cadet receives a stipend of \$250 for MSL I's, \$300 for MSL II's, \$350 for MSL III's; \$400 for MSL IV/V's. Cadets must be contacted and continue full participation in the ROTC program to continue to receive the payment of the stipend.

The stipend is often referred to as "subsistence." (RM)

**STRATEGIC, MARKETING, ADVERTISING, AND RECRUITING TOOL (SMART)**

**BOOK** - An advertising book which contains local ad slicks, posters, direct mail letters, radio verbiage, and campaign information necessary for Brigade, Battalion, and Extension Center recruiting campaigns. (M&PA)

**STRATEGIC, MARKETING, ADVERTISING, AND RECRUITING TOOL (SMART)**

**KIT** - An advertising kit distributed to each Battalion, Extension Center, Brigade, Region, and Brigade recruiter Team for recruiting/display purposes. Each kit contains several wall banners and table display materials. (M&PA)

**SUBSISTENCE** - Monthly stipend paid to a contracted cadet.

(RM)

**TRAIN-ADVISE-COUNSEL (TAC)** - Cadre development method, which utilizes personal and professional experience to mentor cadets during leadership training. (DOLD)

**TRAINING SUPPORT PACKAGES (TSP)** - Lesson plans, training materials and administrative information on all pre-commissioning common core training. (DOLD)

**TWO-YEAR PROGRAM** - A completed Senior ROTC program of the same status as the 4-year program. This applies to students who

have attended the Leader's Training Course or receive advanced placement credit in lieu of completing the Basic Course, followed by the Advanced Course and Leader Development & Assessment Course. (DOLD)

**UNIT VISITS REPORT (UVR)** - A report that provides a unit performance snapshot useful for preparing visitors or assistance team members with information prior to a visit. This report is used during the Annual Program Review (APR) as the primary document for briefing unit status. This report is being replaced by the MSMR. (RROD)

**UNITED KINGDOM OFFICER TRAINING CORPS (UKOTC)** - A two-week CPFT training program allows ROTC cadets to train with British Army cadets at the squad and platoon level in England. (DOLD)

**VOLUNTARY BREACH** - Any intentional act or omission on the part of a cadet that is done with knowledge that this act or omission will violate the terms of the contract. (P&A)

**WAIVER** - An exception to the established enrollment eligibility/retention standards, which governs entry into, or retention in the SROTC program. Any level may disapprove a waiver request. (P&A)

**WARRIOR ETHOS** - Always place the mission first, never accept defeat, never quit, never leave a fallen comrade. (DOLD)

## Appendix C.

### Professor of Military Science Transition Plan

**Instructions:** To successfully transition the ROTC program from the outgoing to the incoming PMS, the following checklist will be followed and completed by the two officers to ensure an orderly transition and better prepare the incoming PMS to assume his/her responsibilities. The outgoing PMS will go through the complete checklist with the incoming PMS and answer any questions or concerns. Upon completion of the checklist, both officers will sign, date, and fax to the Brigade Commander at (\_\_\_\_) \_\_\_\_-\_\_\_\_. Upon receipt by the Brigade Commander, a telephone conference will take place between the Brigade Commander and both officers to discuss any final issues and clear the outgoing PMS of his duties.

### Professor of Military of Science Completed

- Review program's command briefing
- Review contract and commission mission for the current mission set (MS) and out at least three years.
- Review Battalion Commissioning Forecasting System (BCFS) for all contracted cadets (MSL I & II scholarship and MSL III through completion cadets)
- Review the most recent Mission Set Management Report (MSMR) and jointly prepare the upcoming MSMR. The joint MSMR is the result of a Cadet Asset Inventory (CAI).

The CAI will consist of a full cadet file inventory/inspection of all contracted/conditional/pending cadets that include:

- Signed contract
- Signed 104R
- Signed 139-R
- APFT card and HT/WT
- Latest transcript
- Campus Evaluation Report (LTC/LDAC)
- Pending waivers
- Review Cadet Counseling Program
- Review historical retention data and existing plan

to improve retention

- Review mission set strategies developed from the  
Enrollment and Mission Planner (EMP)
- Review what makes cadets stay with the program; what  
drives them away; what has been the biggest challenge
- Review the most recent Annual Program Review (APR)
- Review how the school/program rankings are done  
(e.g., line and nurse mission)
- Review status of scholarships (4 and 2 years)

**Professor of Military of Science (Continued)**

**Completed\***

- Review input and status of Accession Packets for  
upcoming OML Board (Ensure CERs have been completed)
- Review status of all pending disenrollment actions
- Review Disenrollment Boards and Scholarship Waiver of  
Rights Processing Timeline
- Review Approval Authority/Flow of Cadet Action Matrix
- Review university incentives
- Review University policies and procedures
- Review university FICE Code
- Review ESTP and automation capabilities
- Review course curriculum
  - Review university's daily schedule of classes  
(how to fit in ROTC curriculum)
  - Review credits granted by school vs. required  
by CC
  - Locate university bookstore; know who is  
responsible for ordering/stocking books
- Review required cadre and cadet surveys
- Review CC Regulations on the CC web site
- Review Brigade & Region, policy memorandums
- Review Hispanic Access Initiative status  
(If applicable, review status of specific schools)
- Review required attendance at brigade and region  
conferences (E.g., Bde PMS Orientations, JROTC  
Conferences, Region Conferences)
- Visit immediate dean, provost, and university  
president (to include the movers and shakers on  
campus) during the first two weeks on campus or  
soon thereafter (Registrar, Nurse Counselors,  
Athletic reps, etc)

- As soon as practical, visit reps at key Partnership schools
- Review Region & Cadet Command web pages
- Review University and ROTC program web sites
- Receive a tour of the campus (e.g., supply room, gym, classrooms, training areas)
- Review the number of JROTC programs in the local area
- Review location of past commissioning ceremonies (invite GO to be guest speaker early)
- Review PMS's, Bde Cdr's, & Region Cdr's OER Support Form
- Review university's fiscal year
  - Review fiscal contribution of university to ROTC by type
  - Review fiscal contribution of ROTC to the university
- Review cadre additional duties

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**Professor of Military of Science (Continued)**  
**Completed\***

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- Review Pay Ops Battalion Cdr's Handbook (Cadet Pay and Scholarship Tracking) (Right Sight)
- Other areas as necessary

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**S1 Areas (Administrative Officer)**  
**Completed\***

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- Review the status of authorized cadre
  - (E.g., inbounds, PCSing, retiring, NG, USAR, TPUs, COMTek)
- Review rating scheme
- Review status of any pending award recommendations (cadre or cadets)

- Review and pass incoming PMS email address to brigade and region
- Review all pending cadre personnel actions:  
(e.g., pending retirements, extensions, upcoming attendance at professional development schools, etc)
- Review cadre's job descriptions/responsibilities  
(See job description on OER Support Forms, NCOERs, Human Administrative Assistant job description, etc)
- Review telephone directories for Brigade, Region, & HQ Cadet Command
- Review COMTek Points of Contact (know region POC)
- Review Serious Incident Report (SIR) Format
- Coordinate command photo appointment for incoming PMS
- Review of parking /gym fees
- Review Travel Card Briefing
- Review Army personnel testing requirements for cadets (AFAST, etc)
- Identify the local TRICARE customer service office and review authorized providers in the local area
- Review the location of the battalion Reenlistment office (NCOs)
- Review Pay Ops Battalion Cdr's Handbook  
(Cadet Pay and Scholarship Tracking) (Right Sight)

### **S3 (Operations & Training Officer/NCO)**

#### **Completed\***

- Review cadets attending LDAC
- Review cadets/prospects attending LTC and their status
- Review camp (LDAC & LTC) cadre assignments

- Review school's calendar and Training Calendar for present/upcoming school year
- Develop and review the Battalion Calendar of Events for the first 90 days of command
- Review last Command Inspection Results

### **S3 (Operations & Training Officer/NCO)**

#### **Completed\***

- Review any PT and HT/WT issues with cadre/cadets
  - Particularly review contracted cadet performance; ensure scores are entered in the CCIMS training module
- Review Risk Assessment Worksheet Requirements
- Review previous year's LDAC results (E.g., PT, Land Nav, Cadet Performance Ranking)
- Review most recent Brigade Ranger Challenge Competition IPR
- Review the number of potential SMP units in the local area (Transfer POC numbers)
- Review status of CPFT/CTLT/NSTP programs (depends on time of year)
- Review ROTC Blackboard (Bb) system; ensure all cadets and cadre have accounts
- Review requirement to have assigned Combat Life Savers
- Review swimming requirement /facilities
- Review Fall and Spring Semester FTX
- Review who has and has not attended CC courses (E.g., ROO, HRA, Log Tech Course)
- Review Region and CC Training Calendars

### **S4 Areas (Supply NCO / Supply Technician)**

#### **Completed\***



- Review last date hand receipts were updated
- Review number of GSA vehicles authorizations and number on hand
- Review Fiscal Year Budget (e.g., SROTC template)
- Pending report of surveys
- Review Installation Support Agreement/Issues; if possible, visit sites
- Review sensitive items (e.g., weapons, night vision goggles, etc)
- Review number of IMPAC cards and using C.A.R.E.
- Review status of Milestone Recognition Item accountability

**Recruiting Operations Officer**

**Completed**

- Review short and long term recruiting plan (E.g., what is the plan for the summer)
- Review existing Scholar, Athlete, Leader target list(s) for recruiting and tracking system
- Review the Prospect Management program for the battalion
- Review Nurse recruiting plan (if applicable)
- Review each mission set by name (Cadet Asset Inventory)

**Recruiting Operations Officer**

**Completed**

- Review by name cadets on scholarships (4, 3, & 2 year scholarship recipients)
- Review appointed enrollment officer responsibilities
- Review LTC data for previous two years and present year

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- Review Enrollment and Mission Planner (EMP)
- Review Monthly G2G Report
- Review freshman orientation, cadet and class registration activities
- Review Local Advertising Purchase System (LAPS) and Marketing Action Plan (MAP)
- Review purpose of Brigade ROO / HRA Conference (if applicable)
- Review ROO Medical Remedial Checklist published by the CC Surgeon
- Review CC progression/ retention goals
- Review MSMR for historical retention and progression data
- Review retention programs and activities
- Review List of Pending Scholarship offers and action plan
- Reconcile CCIMS Scholarship Processing module with CCIMS Student Management Module
- Review Pay Ops Battalion Cdr's Handbook (Cadet Pay and Scholarship Tracking) (Right Sight)

### **Human Resource Assistant (HRA)**

#### **Completed\***

- Review data entry process
- Review most recent Database Accuracy Management Indicator Report (DAMIR)
- Review CCIMS generated reports (e.g. MMB, Cadet Action Status Report, etc.)
- Review DODMERB process/tracking system

- Review of security clearance submissions
- Review appointment process for DODMERB Physicals/  
Remedials
- Review Army Knowledge Online (AKO) accounts; ensure  
all cadre and contracted cadets have accounts; enter  
cadet accounts into CCIMS
- Review job description and additional duties
- Review Pay Ops Battalion Cdr's Handbook  
(Cadet Pay and Scholarship Tracking) (Right Sight)



\* = Must be initialed by Incoming and Outgoing PMS on same line  
\*\* = Verification will be made by the brigade commander by VTC, phone, or in person

**Appendix D.**

A Year in the Life of a Command Team.



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# A year in the Life of a Command Team

**Think School Year...not Long Range,  
Short Range and Near Term!**





## Issues above Instructor Group Level

- **HQCC Requirements:**
  - Cadet Command POI Development
  - HBCU / HACU Conf
  - DA/Accessions Board
  - PCC or ROO Course Instructor
  - LTC/LDAC Duty
- **Region Requirements:**
  - Region Conf (Nov / Dec)
  - New Commander's Conference
  - APR Brief to Region Cdr
- **Brigade Requirements:**
  - Brigade Conferences
  - JROTC Camps / State Drill Meets
  - Ranger Challenge / Joint Tng / IPRs
  - Short/No Notice Taskers

**Deployments**



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U.S. Army Cadet Command



## Recurring Events

### Weekly Recurring Events

**MWF - 0600 – PT**  
**W - 0845 - Staff Meeting**  
**TH - 1500 - Leadership Lab**  
**F - 1300 - Training Meeting**  
**CC Weekly Blast**

### Monthly Recurring Events

**1 – Unit Fund Monthly Report**  
**7 – Cadre Finance Report (RGN)**  
**10 – GSA Vehicle Mileage Report (BDE)**  
**15 – IMPAC Card Log to BDE**  
**15 – BMSR**  
**24 – CARE (IMPAC)**  
**25 – EPSQ (Security Clearances)**  
**29 – Copier Report (installation)**  
**30 – Personnel Accountability (CC)**



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U.S. Army Cadet Command

Training Calendar			
	May	June	July
	1xxxoo7xxxxoo14xxxxoo21xxxxoo28xxx	1oxxxx7xooxxx14xooxxx21xooxxx28xo	1xxxxx7oxxxxx14oxxxx21oxxxxx28oxx
University	9 Finals 16 18 Commencement 26 Memorial Day		4 July
BN	19 Commissioning		
Training		31 Leader Training Course 9 Leader Development & Assessment Course	26
Recruiting	1 RMAP Due MSL II Contracting Drive 1 Fed 3yr OML 15 CC Scholarship Submissions 29 Financial Aid Briefings begin	New Freshmen Campaign Transfer Campaign Leader Training Course Campaign 15 2yr Fed OML	16 ROO Conference 20 Last day for all names for EMI turned in to Housing
Admin	1 COMtek Period Ends 15 Civ Scholarships Due at organization		15 Prep for commission
Budget/Log		New MSL III Contracting Drive	1 University Fiscal Yr. Begins Unit Fund Meeting
Cadre		LDAC / LTC / Cadet Command Tasking	LDAC / LTC / Cadet Command Tasking



## May, June and July

- \* Commissioning
- \* Commencements
- \* Mil Ball
- \* LDAC/LTC Prep
- \* LDAC/LTC
- \* Final Scholarship Submission
- \* ACCT Campaign
- \* Freshman Orientations
- \* POI Prep
- \* SMP Campaign
- \* Memorial Day
- \* 4<sup>th</sup> of July Parade
- \* TA-50 Turn-in
- \* Awards Ceremony
- \* MWR Request
- \* ABN, AA, MW, CTLT, NSTP





Training Calendar			
	August	September	October
	1xxxxx7xxxxxx014xxxxxx021xxxxxx028xxxx	1xxxxx7xxxxxx14xxxxxx21xxxxxx28xx	1xxxxx7xxxxxx14xxxxxx21xxxxxx28xxxx
University	28 Classes Begin	2 Labor Day  13 Last Day to Add Classes	Mid Terms  18 Homecoming Last Day to Drop Courses
B N	5 Summer Commissioning	29 Contracting/ Awards Ceremony	BDE Cdr Visit  25-27 Ranger Challenge 28-29 Bde PMS Conf
Training	LDAC  23-25 EMI / COP	? Ranger Challenge IPR  ? - ATB Slides Due To S-3	03 Rappel LAB  12-13 Fall PTX  25-27 Ranger Challenge
Recruiting	New Cadet Orientation  Transfer Camp  ACCT Camp  New MSL III Contracting Drive	27 Quad Day  Registration Campaign  State Tuition Waiver Campaign	
Admin	Prep Accession Folders	? OCT OML Panel Accession Packet D/L	1 CRB Updates  12 Stipend/ Fees Report due to Rgn  31 End of Rating Period. Civ employees
Budget/Log			1 Fed Fiscal Yr. Begins  Unit Fund Meeting
Cadre	LDAC / LTC / Cadet Command Tasking	Bde Conf	



## August, September, October

- \*Classes Begin
- \*Fall FTX
- \*Dining In
- \*Ranger Challenge
- \*Campus Based Scholarship Campaign
- \*Accession Packets
- \*FY Begins
- \*Contract New MSL III's
- \*104-Rs
- \*139-Rs
- \*Update policy memos,
- \*SOPs, Duty Appointments
- \*MWR Request
- \*Update Signature Cards
- \*Designate DMS
- \*Establish Cadet C of C/OML
- \*Cadre Leave



Training Calendar			
	November	December	January
University	1xxxx7xxxx14xxx00#21##00x28xx	100xxx7x00xxx14x00xxx21x00xxx28x00	1xxxx07xxxxx014xxxxx021xxxxx028xxx
	4 Spring Reg begins	16-21 Finals	21 Dec Break 20 Jan
	25-29 Thanksgiving	24-25 Christmas Day off	1 New Years Day off
	26-30 PMS Conf.	26 Half Day AM	20 MLK Holiday
B N	14 Veterans Day Ceremony	1 Army/Navy football	21 Classes Begin
	15 Dining In	23 Commissioning	
Training	2-6 Record APFT	12 CWST	14-16 Annual Program Review
Recruiting	7 Federal Scholarship deadline	LAPS 2nd Trimester Start Date	Nurse Campaign
	Registration Campaign		Transfer Campaign
	Campus Federal Scholarship Campaign		Leader Training Course Campaign
			High School Federal
			Update Summer Session Special Prog. List.
Admin	1 Opening Enrollment Report	30 SSBI D/L	10 Annual Cadet Awards board
Budget/Log	1 Branch Panel 15		Unit Fund Meeting
Cadre	Region Conf		Bde Conf



## November, December, January

- \*Thanksgiving and Christmas Breaks
- \*Fall Interim
- \*Commissioning
- \*Football Games
- \*Holiday Parades
- \*Veterans Day
- \*New PMS Conference
- \*Region Conference
- \*Scholarship Deadline
- \*Opening Enrollment
- \*LTC Campaign Begins
- \*MWR Request
- \*Cadre Leave



Training Calendar			
	February	March	April
University	1x00xx7x00xx14x00xx21x00xx28	1x00xx7x00xx14x00xx21x00xx28xx0	1xxxxx70xxxxx140xxxxx210xxxxx280x
	MEC Meeting		MEC Meeting 20 Easter
B N	TBD BDE PMS Conference 14 Mil Ball	2 RGN Cdr Visit 15-16 Pershing Rifle Drill Meet 2 IG Visit Bde Cdr Visit OIP	1 Summer/Fall Reg Begins
Training	3-9 Diag. APFT 10 - ID ABN Attendees 7 - Suicide Prevention Homosexual Conduct Mandatory training	1 Annual Ammo Forecast 1 - BRM Competition 12 Tulane Drill Meet 10 Range, Rifle Team	12 Honors Day Pass-In-Review 4-6 Spring FTX 21-25 Record APFT 27 Rifle Range (contracted cadets?) 26 - Staff Ride
Recruiting	Nurse Campaign		
	1-Coordinate Alumni Night	15-Check Postal Acct./ Request for funds	1 - Register for Quad Day
	MS II Contracting Drive		
	Leader Training Course Campaign		
	10-4yr Fed Rnd 2 HS Fed. Scholarship Campaign 4yr Fed Rnd 3--27 20 Mail Civ Scholarships		
	Registration Campaign		
Admin	15 Opening Enrollment 15 CRB Updates	7 Suspend/Fees Report Due RFOs LDAC Mid-Semester Counseling 23 Award Notifications Back from Sponsor	15 Prep for commissioning New MS III Contracting Drive
Budget/Log			Unit Fund Meeting
Cadre	Pre-Camp Conf		



## February, March April

- \* Classes Resume
- \* Brigade Conference
- \* Mandatory Training
- \* LTC Campaign
- \* Pre-Camp Conferences
- \* Ammo Forecast
- \* Land/Equipment Requests
- \* BRM
- \* Spring FTX
- \* Scholarship OML
- \* Staff Ride
- \* MWR Request
- \* Designate Institutional Guests for Camps
- \* George C. Marshall Conference





# Hot Tips

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- **Use the BOG as your guide**
- **Be very careful what you schedule from March through May**
- **Expect Change**
- **Call your buddies**

